

# **Attachment C**

**Second Quarter Operational Plan Report  
2022/23**

# City of Sydney – Operational Plan – Quarter 2 Report 2022/23

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## SD01 Responsible governance and stewardship

Our organisation continues to evolve to provide governance and leadership for the city and communities

### 1.1 The City of Sydney provides effective governance and leadership

Major Programs	Progress To Date	Status
<b>Governance, risk and audit frameworks</b>		
Implement systems and practices to embed a strong risk management and corporate compliance culture at the City	Work is underway to improve the City's Compliance Obligations Register including mapping out and populating requirements and controls. More extensive use of the City's new Governance, Risk and Compliance system's capabilities continue to be rolled out and work continues on updating the Risk Management Framework. Additional work is also underway on a new Risk Appetite Statement. New Guidelines for Risk Management were released by the Office of Local Government in late December. A current state assessment against the guidelines is underway.	<b>On Track</b>
Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan	A series of employee workshops were held in October as part of Mental Health Month. These promoted the importance of mental health and wellbeing to employees in the City's Depots and City Rangers. Evaluations showed that the workshops were very well received and 100% of participants indicated that they would welcome further similar workshops in the future.	<b>On Track</b>
Continue to deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City	The new Code of Conduct awareness campaign is being implemented, including monthly Know Your Code articles in Our News, supported by Manager Talking Points and digital notice board messages. The Register of Delegations was updated in December 2022. The City's integrity framework was supported by a number of specific governance initiatives, referencing in particular the Fraud and Corruption Action Plan 2022/23. Governance continues to maintain and monitor the register of recommendations arising from investigations to ensure that these recommendations are appropriately implemented. Code of Conduct training for new starters was presented on a monthly basis. Additional code of conduct training to a number of new advisory panels was also developed and delivered and a tailored privacy awareness training session was delivered for relevant staff.	<b>On Track</b>
Continue to implement a risk based and comprehensive annual internal audit plan	The three year internal audit plan for FY2022/23 was approved in May 2022. All reviews (including audits deferred from 2021/22) have been allocated to the relevant service providers.	<b>On Track</b>
Deliver completed annual financial statements without qualification by the Audit Office of NSW	The 2021/22 Annual Financial Statements received an unmodified (unqualified) audit opinion from the Audit Office of NSW, and were endorsed by Council at the 31 October 2022 meeting. The Financial Statements were subsequently provided to the Office of Local Government, in accordance with requirements.	<b>On Track</b>
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 vision Sustainable Sydney 2030-2050 Continuing the Vision and our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 were endorsed by Council in June 2022. The 2022-2026 delivery program, 2022/23 operational plan and 2022 resourcing strategy were also 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 and this was adopted in August 2022. The City's 2021/22 Annual Report is now complete and was endorsed by Council in November 2022.	<b>On Track</b>

### Foster leadership capabilities

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 and following the December 2021 election, an induction program was provided to all Councillors. The City is committed to delivering Councillors with access to ongoing training and professional development programs that meet their individual needs. In December, each Councillor was invited to develop an Elected Member Professional Development Plan. These plans will capture all of the professional development initiatives applicable to the individual Councillor for the current term of Council. Councillors can also access the provisions of the Councillors' Expenses and Facilities Policy which financially supports the ongoing professional development of Councillors.

**On Track**

### High quality internal legal advice and representation

Provide legal services and support to the organisation, optimising outcomes for the City

Responsive and proactive legal advice was provided across the organisation, with substantial support in particular directed to significant property transactions, contract variations on major contracts, delivery of major events and several complex planning matters.

**On Track**

### Governance, risk and audit frameworks

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications received	No.	40	29	-	4	7	-	-	11		Indicator Only
GIPAA Informal Access Applications received	No.	3,751	3,545	-	891	752	-	-	1,643		Indicator Only
Public interest disclosures received	No	3	2	-	2	1	-	-	3		Indicator Only
Lost time injuries	No	46	22	-	12	11	-	-	23		Indicator Only

### Foster leadership capabilities

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Complaints upheld regarding breaches of the code of conduct by City Councillors	No.	-	-	-	-	-	-	-	-	-	Reported annually in June	Indicator Only
Complaints upheld regarding fraud or corruption by City staff	No.	2	3	-	2	0	-	-	2		Four fraud or corruption matters remain under investigation in this reporting period. Details of each matter were provided to ICAC who determined that it was appropriate to leave all with the City to investigate and finalise. One report made to ICAC was referred to the City after ICAC decided not to investigate.	Indicator Only

## 1.2 The City of Sydney has the capacity, capability, information, data and systems to serve the community into the future

Major Programs	Progress To Date	Status
<b>Continuous improvement</b>		
Identify and implement business and service improvements to optimise the efficiency and effectiveness of key services	A major focus for 2022/23 is to improve the efficiency and effectiveness of internal corporate services. This will streamline our processes, free up staff time and improve employee satisfaction. A prioritised program is being developed. Other services being reviewed are asset management and processes to embed sustainability.	<b>On Track</b>
Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity assessment recommendations	Asset Management Policy and Community Asset Management Plan were updated and approved by Council in June 2022. Resilience has been defined in an infrastructure asset management context, for inclusion into future community asset management plan and critical asset management plans.	<b>On Track</b>
Deliver initiatives to improve information and data management with a focus on privacy, security, ethics, quality, and sharing	Lawful destruction of information and data according to retention policies is a requirement of the State Records Act. Customer service and asset related information and data that exceeded retention timeframes were destroyed. Smart Productivity Solutions contribute to the City's Digital Transformation, providing high quality data at point of capture, information and data security, and efficiency by eliminating manual processes. 29 new or improved Smart Productivity Solutions were delivered.	<b>On Track</b>
<b>Digital services</b>		
Develop responsive digital services that are easy for our community and employees to access and use	The implementation of Smart Digital Forms, City Connect, Unified Customer View and One-CRM continued. Together these projects will enhance the community's service experience through the provision of more seamless and connected digital services. 86 forms have been reviewed and designed for the Smart Digital Forms implementation in March/April 2023.	<b>On Track</b>
Develop and maintain the City's technology and communications infrastructure to support service delivery and business continuity	IT infrastructure was upgraded including the operating system for servers and identity management. Annual disaster recovery testing for key enterprise systems was completed.	<b>On Track</b>
<b>Access to City information and data</b>		
Provide and promote equitable public access to City information and data to meet the spirit and requirements of the Government Information (Public Access) Act	The City complied with GIPA Act mandatory and proactive access obligations by: publishing 10,973 planning application documents through the on-line Find a DA service; completing 1,611 requests for information and section 41 access applications; publishing two new open data sets to the City's Data Hub; and publishing 1,205 submissions relating to 359 planning applications. A primary channel for proactive disclosure is the City's website, which was visited ~1.8 million times, had ~3.9 million page views, and 192,019 document downloads. Access was further improved through: the digitisation program, with 54,430 pages digitised and made available through self-service or on request; the Reading Room (80 visitors); and the Virtual Reading Room (107 requestors).	<b>On Track</b>
Proactively publish to the City's Data Hub and Archives & History Resource Catalogue to inform, educate and improve services to the community, including Aboriginal and Torres Strait Islander communities.	An Indigenous businesses interactive map was published to the City Data Hub with a tool to crowd-source Indigenous businesses. In total, 9,960 items were published to the Archives & History Resources catalogue. 4,500 were from the Vic Solomons Transport Collection, a new donation documenting the end of the tram network in Sydney. Photographs donated by C.Moore Hardy in relation to the LGBTIQ+ community were also made available.	<b>On Track</b>
<b>Business and spatial intelligence</b>		
Deliver business and spatial intelligence for better planning, operations, and decision making	18 internal dashboards were deployed to support a range of business services and activities.	<b>On Track</b>

## Strengthen workforce capability, diversity and inclusion

Implement the City's People Strategy to strengthen the workforce's capacity to deliver the outcomes in the community strategic plan

The City progressed its People Strategy actions with work undertaken on workplace flexibility, strengthening employee connection to our purpose and vision, and improving employee connectedness, energy and engagement. Additional actions commenced on the City's Employee Value Proposition, adapting ways of working to streamline and improve experiences for employees.

**On Track**

Implement actions in the City's Diversity and Inclusion Plan

The Cultural Inclusion Plan was finalised. All employee networks were reactivated with employee events held for young workers, Aboriginal and Torres Strait Islander employees and female employees. Employee workshops were held for International Day of Disability and to raise awareness of Australian South Sea Islander culture and history.

**On Track**

## Continuous improvement

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent (FTE) establishment positions	No	1,929.25	1,932.82	-	1,934.77	1,934	-	-	1,934		Indicator Only
Vacancy rate	%	9.87	10.33	-	10.53	10.9	-	-	10.72		Indicator Only

## Digital services

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Contacts via Online Business Services (OBS)	%	48	57	-	60	61	-	-	60.5	For July - December 2022, 61% of service related contacts were received through digital channels.	Indicator Only
Contacts by other channels (calls, counter)	%	51.25	43	-	40	39	-	-	39.5		Indicator Only
Calls answered within 30 seconds	%	68.5	59.75	65	63	65	-	-	64		Watch
Calls completed at first contact	%	93	89	80	83	84	-	-	83.5		On Track
Requests received	No.	235,727	231,390	-	44,329	46,611	-	-	90,940		Indicator Only
Requests actioned within agreed service standards	%	88.75	85.96	90	81	82	-	-	81.5	Time taken to action requests continues to be impacted by Covid and other labour market challenges.	Watch



### 1.3 The City of Sydney is financially sustainable over the long-term

Major Programs	Progress To Date	Status
<b>Financial sustainability</b>		
Continue detailed costing reviews of core services, business cases and opportunities to ensure value for money outcomes, and appropriate equitable fees and charges	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.	<b>On Track</b>
<b>Integrated planning and reporting</b>		
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	Financial recovery plans are now embedded in business-as-usual, and accordingly incorporated in quarterly reporting to Council. Commencing in January 2023, the annual budget process will contribute to an update of the City's Long Term Financial Plan, which targets financial sustainability over a ten year view, incorporating the capital works program and emerging operational performance trends.	<b>On Track</b>
<b>Advocacy and policy initiatives</b>		
Continue to collaborate with the NSW 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. Currently, IPART is undertaking a further review of the rate peg to which the City has input. The City also participated in a Rating Reference Group for the NSW Office of Local Government to develop Regulations and supporting guidance for rating reforms.	<b>On Track</b>
<b>Strategic property management</b>		
Continue to manage the City's investment property portfolio to optimise revenue opportunities	The property market continues to slowly recover from the effects of the pandemic. CBD occupancy measured at the end of November is 58% and foot-traffic is still 30 - 40% below pre-pandemic levels. Hybrid work arrangements were largely established since the start of 2022 and continue. The City purchased a significant commercial property in Alexandria to complement its existing commercial portfolio.	<b>On Track</b>
<b>Best practice procurement</b>		
Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability	Best practice procurement, including improvement opportunities and appropriate governance are the continuing focus. The contract management program will help to improve our capability in this area, enabling a focus on innovation and achieving more value from the City's procurement of goods and services. Tender documents including social and sustainable procurement schedules will be refined and developed to address and target appropriate categories.	<b>On Track</b>

#### 1.4 The City of Sydney is an active contributor to the governance of metropolitan Sydney

Major Programs	Progress To Date	Status
<b>Advocacy</b>		
Research, assess and make submissions on intergovernmental policy issues to NSW and the Federal Government 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 for: NSW Legislative Council's Select Committee on the conduct of elections; IPART's rate methodology and review into water regulation; NSW Dept Primary Industry's consultation on the draft Biosecurity and Food Safety Strategy; Department of Planning and Environment's Bays West Stage 1 rezoning proposal; Transport for NSW's White Paper on enabling local Business Improvement Districts; Greater Sydney Commission's 'Six Cities' discussion paper; Department of Customer Service's consultation on pets in residential rental tenancies; Department of Enterprise, Investment and Trade's discussion paper on liquor licensing reform; and Office of Local Government's procurement guidelines consultation.	<b>On Track</b>

#### 1.5 The transformation of the city is enabled by successful partnerships and collaboration

Major Programs	Progress To Date	Status
<b>Partnerships</b>		
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	Housing affordability is an increasing issue of concern across metropolitan Sydney. Resilient Sydney has partnered with Southern Sydney Regional Organisation of Councils (SSROC) to collaborate for Action 7 – advocate for affordable housing. On 27 October 2022 a Mayoral Summit brought together city leaders with 19 councils present from across metropolitan Sydney to discuss actions to provide affordable rental housing. This included 17 Mayors and Deputy Mayors with the event hosted by the Sydney Lord Mayor, Clover Moore. They met together with state and local government partners and the community housing industry to share new insights into housing affordability challenges and solutions for Sydney. Ongoing projects continue to implement the Resilient Sydney strategy with other collaborations focused on urban heat, urban greening, resilient places and net zero planning.	<b>On Track</b>
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 Cities 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 including Ministerial meetings in Canberra, in September.	<b>On Track</b>

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

City staff continue to meet peers from international organisations to facilitate knowledge exchange. In September the City hosted officers from Austin, Texas, USA through the Bloomberg Leadership Exchange. In October the City hosted Neil McInroy, Senior Fellow for the Global Advancement of Community Wealth Building at The Democracy Collaborative – A USA based Research and Development lab, to discuss how local government can shape more resilient local economies and communities, and initiatives to progress economic and social wellbeing in local communities post Covid-19. In October, City staff attended the World Cities Culture Forum (WCCF) Summit in Helsinki, Finland. Cities have agreed to ongoing collaboration on a broad range of common issues including making space for culture and Indigenous recognition in cities. In October City staff attended the annual Carbon Neutral Cities Alliance (CNCA) meeting in Adelaide to share city program information with global cities working on carbon reduction. Updates were also provided to the C40 cities program on clean air, waste and net zero buildings approaches. In November the Resilient Sydney Office attended the Asia-Pacific X-Change hosted by the Bangkok Metropolitan Administration and global Resilient Cities Network. Cities shared experiences and learnings from managing the Covid-19 pandemic and large scale climate disasters impacting the resilience of cities and communities in our region.

**On Track**

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 action with the community

46 projects were open for feedback from July to December. Activities included a mix of online forums, digital surveys and feedback forms and face to face opportunities. A City Talk was held in November, bringing together government and business leaders to discuss renewable energy and Australia's decarbonised future. Projects on consultation included developing community visions for Haymarket, Wentworth Park, and the neighbourhood around the Redfern community centre. A survey was conducted on activities and services in community centres and libraries. Early engagement was undertaken for our street tree master plan. Consultation also took place on a range of policy reviews, planning proposals, 9 local park and greening projects and 2 cycling projects. Targeted stakeholder and business engagement took place for the business needs survey, economic development strategy and city north public domain plan. 4 projects included targeted engagement activities with Aboriginal and Torres Strait Islander communities and 3 included targeted engagement with children and young people. The City strives to ensure all engagement processes are inclusive and accessible.

**On Track**

## SD02 A leading environmental performer

The city is part of a decarbonised world. Our communities live in a city that is regenerative and makes a positive contribution to the planet, to society and to individual lives. We are innovative leaders in climate change adaptation and innovation

### 2.1 The city reaches net zero emissions by 2035 with embodied carbon significantly reduced

Major Programs	Progress To Date	Status
<b>Net zero emissions – City assets and operations</b>		
Manage and analyse low and zero emissions options for the City's light and heavy vehicle fleets and use fleet analytics to encourage low emission driving behaviour and reduce CO2 emissions	Currently the City operates 23 fully electric vehicles, including one fully electric truck which is being trialled between multiple user groups to inform further purchasing strategies, along with a number of Hybrid vehicles. With more and more electric passenger vehicles filling the car market, pricing is beginning to become more competitive with the petrol vehicle sector, predominantly in the small passenger vehicle segment. Further planning is also underway to improve charging infrastructure to support growth in zero emission vehicle procurement. Telematics data is being used to inform savings strategies in relation to driver behaviour that can reduce emissions and rationalisation of fleet numbers.	<b>On Track</b>
Actively manage the replacement of conventional lights with LED lights for all public domain light types in the city	The change-over of Ausgrid-owned street lights to LED lights on residential streets is complete with over 3,000 light fittings upgraded and a reduction in electrical consumption of approximately 750 MWh a year, representing 2.5% of the City's grid electricity use. The changeover of Ausgrid-owned street lights to LED lights on main roads is well progressed with completion expected this financial year. To date, 4,142 out of 4,530 light fittings have been upgraded. This stage of the program will realise a further reduction in the City's electrical consumption and greenhouse gas emissions of about 3,000 MWh/year and 2,600 tCO2/year respectively.	<b>On Track</b>
Implement new net zero framework to drive electrification in City buildings and switching to zero-emissions and improved energy efficiency	The City has developed a Net Zero Framework for the building operations. Additionally, the City is developing Energy Efficiency targets which would help further improve energy efficiency across the buildings and the organisation.	<b>On Track</b>
<b>Net zero emissions in the LGA</b>		
Support building owners and occupants to implement a net zero pathway through targeted programs and grants	The City supports commercial building owners on a journey to net zero emissions through sector focused partnerships for building owners including the Better Buildings Partnership and the Sustainability Destination Partnership. These are focused on improving efficiency, driving electrification of buildings and increasing renewables procurement. Office tenants are supported through the CitySwitch program which has launched a net zero pathway. Support for apartment building owners has focused on NABERS ratings, efficiency upgrades and renewables procurement. This work is being delivered through Smart Green Apartments (which has accepted 35 new apartment buildings since July 2022) and Environmental Grants. The City is also delivering a mass market GreenPower campaign driving uptake of offsite renewable electricity.	<b>On Track</b>
Continue to support the community's adoption of renewable energy in line with the City's 50% renewable electricity by 2030 target	Focus since July 2022 has been on encouraging businesses to switch to renewable energy. The GreenPower Guide for small business was shared with Better Buildings Partnership and CitySwitch members receiving positive feedback from commercial tenants. A second case study on Power Purchase Agreements (PPA's) was published on City News achieved 1,300 unique page views. An online GreenPower webinar for residents was delivered in October and received positive feedback. The Sydney Solar Villages knowledge exchange grant was acquitted; this project resulted in 12 rooftop solar installations with more planned. The solar information events were an opportunity to share and explain the development application exemption guide for solar in heritage areas. This information is critical for many in our community given the prevalence of heritage areas. Rooftop solar has seen its highest uptake this year. Total rooftop solar installed in the local area has increased by 2,600kW to 23.4MW.	<b>On Track</b>

Actively participate in industry groups committed to creating a market for low embodied carbon steel, concrete and aluminium	The City continues to participate in the industry-led Materials Embodied Carbon Leadership Alliance (MECLA) for market transformation to low carbon materials, and endorsed a proposal for NABERS to develop an embodied carbon tool for buildings. A submission will be prepared to NABERS in early 2023.	<b>On Track</b>
<b>Zero emissions transport</b>		
Advocate to the Australian and NSW Governments on key transport emissions reduction (carbon emissions and local air quality) improvement opportunities	The City is developing a strategy for the electrification of the transport system that builds on the City's previous transport advocacy priorities. This includes asking the NSW Government to prioritise bus electrification of buses on high density routes through the City of Sydney LGA, and for the Australian Government to introduce stringent vehicle fuel efficiency standards for new vehicles. The City also made a submission in October to the NSW EPA Climate Change Strategy calling for Transport for NSW to be a regulated entity by the EPA considering that its decisions in aggregate have material impacts for local air quality and greenhouse gas emissions.	<b>On Track</b>
Continue to support more people walking, riding bicycles and catching zero emissions public transport	<p>The City's overall approach to reducing transport system emissions is the Draft Electrification of City Transport - Strategy and Action Plan, to go to Council in 2023. People making more of their trips by walking, riding bicycles or catching public transport reduces emissions, as well as supporting other economic and social outcomes.</p> <p>Consistent with Sustainable Sydney 2030-50 - Continuing the Vision, the City continues to work to create "the city for walking" including commencing an update of our Walking Strategy and Action Plan (2015). There will be a key emphasis on what we can do now (advocacy, leadership, city actions etc) and in the next 5 years to continue to create a city for walking. Early work includes an internal experts workshop to develop the strategic focus, and a "deep dive" into our walking data. This included the City testing the Healthy Streets approach. The City has also been developing a Zebra (Pedestrian) Crossing Policy for our local streets. The City continues to work with Transport for NSW on their Strategy for Streets which has a key focus on improving walking in the city centre.</p> <p>In terms of cycling, this FY the City has completed six new cycleways: King Street (Pitt to Phillip in the city centre), Portman Street (Green Square), Zetland Avenue (Green Square), Gadigal-Potter-Crystal (Green Square), MacDonal Street (Erskineville) and Pitt Street (King to Circular Quay).</p> <p>We provide ongoing support to residents and workers to ride, through cycling courses, maps, wayfinding signs, guided rides, a cycling advice service, bike parking and a growing safe connected bike network.</p> <p>The City's advocacy for public transport is focussing on ensuring high quality public domain around Metro West station precincts (Pymont and Hunter Street). The release of the draft City North Public Domain Plan outlines the City's current vision for more space for people on foot. The City is also engaged with Transport for NSW on transport planning in Pymont to support the Government's Place Strategy, and its emphasis on walking and public transport. The City's late 2022 submission to the Western Distributor proposal outlined in detail the risks of that project to the Place Strategy - the current status of the project is unknown.</p>	<b>On Track</b>
Advocate to the NSW Government for zero emissions buses	<p>The City continues to advocate for zero emissions buses, including its concept for a 304Z route. We use mechanisms such as implementation discussions around NSW Government transport strategies.</p> <p>The NSW Government announced in December 2022 further details about the transition, which appears to likely to occur depot by depot - full electrification of Leichhardt Depot is the Government's immediate priority. This will increase number of zero emissions buses on Parramatta Road and Broadway, and on route 370 (along King Street Newtown to Green Square, enroute to University of New South Wales and Coogee.)</p> <p>City staff have requested further information from Transport for NSW on the proposed timing of depot upgrades and the deployment of zero emissions buses on individual routes.</p>	<b>On Track</b>

## Net zero emissions – City assets and operations

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total greenhouse gas emissions for City of Sydney operations	Tonnes CO2	12,667	12,144	-	-	-	-	-	-	Reported annually in June. The City of Sydney's emissions have dropped 77 per cent since we started measuring in 2006 (our baseline). This figure has been independently verified, however confirmation under the Australian Government Climate Active program is pending at time of publication. A figure of 12,139 tonnes CO2e was previously reported.	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	%	76.09	77.08	-	-	-	-	-	-	Reported annually in June	Indicator Only

## Net zero emissions in the LGA

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total greenhouse gas emissions for the City of Sydney local government area (includes emissions from electricity, gas, refrigerants, transport and waste)	Tonnes CO2	4,015,450	-	-	-	-	-	-	-	Reported annually in June. Data for the financial year 2021/22 is not available at the time of publication	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	%	31	-	-	-	-	-	-	-	Reported annually in June. Data for the financial year 2021/22 is not available at the time of publication	Indicator Only
Percentage of electricity demand in NSW met by renewable sources. Target of 50% by 2030	%	20.5	25.6	-	-	-	-	-	-	Reported annually in June	Indicator Only
Environmental grants approved by the City of Sydney	\$ '000	1,018.74	960.1	-	441.11	231.27	-	-	672.38	In the first half of the year, 40 Environmental grants were approved by Council. These projects were awarded through the City's Environmental performance, Green building, Knowledge exchange sponsorship, Innovation and ideas, Festival and events sponsorship, and Matching grant programs. This includes support for a 618 unit apartment building in Zetland to undertake a first-year NABERS energy and water rating, and a feasibility report into EV charging and a two-week festival focussing on the reuse and repair sector in the local area presented by the Bower Re-Use and Repair Centre.	Indicator Only

## 2.2 Greening has increased to create a cool, calm, and resilient city

Major Programs	Progress To Date	Status
<b>Urban greening and canopy cover</b>		
Deliver landscaping of parks, streets and City spaces to achieve the City's greening target	Significant projects include Bartley St and Wiley St Chippendale, Macleay St Kings Cross, and Danks St Waterloo.	<b>On Track</b>
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. To date a total of 472 trees have been planted, including 224 street trees and 248 park trees. The iconic park tree planting project has been completed. The in road planting projects are progressing including completed works in Chelsea Street, Redfern and Crystal Street Plaza. Community consultation has been undertaken for Briggs Street, Camperdown and Lodge Street, Forest Lodge. Feasibility and concept design is underway for five streets, one in Forest Lodge, and two each in Rosebery and Redfern.	<b>On Track</b>
<b>Urban greening resilience</b>		
Improve urban greening resilience and diversity by reviewing the City's relevant policies and plans	The review of the Urban Forest Strategy, Street Tree Master Plan, and Tree Management Policy and Tree Donation Policy are being finalised. Early community engagement is now complete for the Street Tree Master Plan, with 559 responses received. A new Tree Species List has been developed, with 300 tree species suited for our local area and able to thrive in the changing climate. The Strategies, policies and plans were approved by Council in late 2022 for community consultation which commenced in mid-December and concludes on 28 February.	<b>On Track</b>
<b>Habitat and biodiversity</b>		
Continue to expand, improve and protect bush regeneration areas and habitat for native fauna in the City's parks and open spaces	Bush restoration sites continue to be maintained to improve habitat value for flora and fauna. Targeted hand weeding and knapsack spraying has been performed to control exotic grasses and annual weeds, resulting in improvements in the diversity and density of native flora species. Infill planting was completed in October at Minogue Crescent, Jubilee Oval and Prince Alfred Park meadow bush restoration sites to provide additional species diversity and add ground cover which will further suppress weeds. Direct seeding was also trialled at Jubilee Oval to promote a diverse and natural restoration of groundcover species. The direct seeding trial will be monitored over the next six months to assess the success of the trial in terms of species recruitment and plant density cover of the site. Favourable conditions in the last six months has meant previous plantings 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.	<b>On Track</b>
<b>Community greening</b>		
Support and promote the development of community gardens, footpath gardening, laneway greening, and sites maintained and managed by community volunteer groups	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 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. New community garden groups are forming at the park on Lyons Road, Camperdown, and the Banga Community Shed, Zetland. 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.	<b>On Track</b>

## Urban greening and canopy cover

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New plants planted in City parks and street gardens	No.	106,383	67,365	50,000	31,912	12,682	-	-	44,594	Major planting sites included Nagoya Gardens, Hyde Park, Prince Alfred Park, Southern Cross Drive, Macleay Street, Bartley Street and Danks Street.	On Track
New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	11,080	9,821	7,500	3,990	3,254	-	-	7,244	There was strong growth in greening opportunities in the first half of the year and this looks to continue into the future. Major planting completed at Macleay Street.	On Track

## Habitat and biodiversity

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Indigenous bird species observed from community and/or formal surveys. Maintain or increase number from 2009/10 baseline of 63 species	No.	-	63	-	-	-	-	-	-	Reported annually in June.	Indicator Only
Extent of locally-indigenous bushland	ha	12.9	12.9	13.5	-	-	-	-	-	Reported annually in June	Indicator Only

## 2.3 Water is managed to support a resilient, sustainable, and liveable city

Major Programs	Progress To Date	Status
<b>Reduce water use</b>		
Reduce potable water consumption in the City's parks through efficiency measures, continuous improvement of park management practices and identifying opportunities for use of recycled or alternative water sources	Efficiency measures have been embedded in business-as-usual service delivery. Combined with timely investigation of changes in water use and higher than usual rainfall, water consumption in the first half of FY23 was 28% lower than the same time last year. In parks where water harvesting systems are active, these systems supply on average over 90% of the water used for irrigation. The City continues to work with Sydney Water to improve the efficiency of irrigation and reduce potable water use.	On Track
<b>Water sensitive city</b>		
Partner with Sydney Water to support business and strata communities to improve water performance	The City is working with Sydney Water to identify high water use apartment buildings to offer the Strata Waterfix service to owners corporations. Water saving reduction at Century Towers has been promoted - after doing Strata Waterfix this 292 apartment building is saving \$64,000/year on water bills and saving 28 million litres of water/year.	On Track
Work with Sydney Water to facilitate delivery of recycled water in the Central Business District	The City has a Memorandum of Understanding in place with Sydney Water to collaborate on increasing recycled water use across the Sydney Local Government Area. This collaboration includes reviewing infrastructure opportunities to help create demand for non-potable water.	On Track



## Stormwater quality

Implement and renew Pollution Control Devices and other stormwater systems to reduce stormwater pollution 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.	<b>On Track</b>
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## Reduce water use

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 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	334,530	291,962	-	-	-	-	-	-	Reported annually in June	Indicator Only
City of Sydney local government area residential potable water use per person per day. Target of 170 litres by 2030	Ltr	180.01	180.02	-	-	-	-	-	-	Reported annually in June	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	%	35	-	-	-	-	-	-	-	Reported annually in June. Data for the financial year 2021/22 is not available at the time of publication	Indicator Only

## 2.4 A circular economy approach is embedded in products, services, and systems

Major Programs	Progress To Date	Status
<b>Reduce waste from City operations</b>		
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	New internal bin sticker signage expected to be rolled out in January. The signage is in line with new EPA rules around organic bins as well as single use plastic bans in NSW. Clearer, refreshed signage is expected to improve recycling outcomes for City buildings.	<b>On Track</b>
Engage with contracted service providers to develop a pathway for reuse and refurbishment of strip out waste from City buildings	Support continues to be provided for reporting construction and demolition waste data in an accurate manner. Reporting process efficiency is currently being reviewed. A methodology for identifying office strip out projects is currently being investigated.	<b>On Track</b>

## Sustainable procurement

Implement Social and Sustainable Procurement guidelines and related documentation and ensure it is incorporated into procurement planning and processes in relation to targeted relevant categories	Social and sustainability considerations are included in selected tender returnable schedules. These will continue to be refined and developed across our procurement planning and processes for relevant categories to optimise spend.	<b>On Track</b>
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## Circular economy

Engage with industry and other stakeholders to create opportunities for development of circular economy outcomes in our local area	The City continues to promote and support circular economy outcomes through its Innovation and Ideas grant stream. In the most recent round, three local organisations were successful in their application for grant funding. The projects focus on packaging re-use, electric bicycle repair and re-homing furniture from commercial buildings to support people in our community.	<b>On Track</b>
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## Advocacy

Advocate for NSW Government allocation of appropriate land resources to waste treatment, improved waste data, expanded product stewardship, funding for education and maintaining landfill levy

In April 2021 the City responded to the NSW EPA Resource Recovery Framework Review. The resource recovery framework is the policy, regulatory and compliance framework administered by the EPA to facilitate beneficial resource recovery and circular economy outcomes. Since the completion of the review City staff were invited to discuss the City's submission and to provide feedback on the report's final recommendations and how the framework might impact future service options. In its response to the review report the NSW EPA has stated that it supports, or supports in principle all of the recommendations. Key recommendations supported that were included in the City's response were the requests for a) more transparency in decision making and stakeholder engagement prior to making changes to orders and exemptions b) investigation into a pathway to enable "end of waste" outcomes for suitable, common, low risk recovered materials to assist in the transition of waste to resources c) consideration of improved resource recovery outcomes across government, including through planning instruments and development consents and d) investigation into opportunities for increased collection and publication of resource recovery data that could assist in the transition to a circular economy.

**On Track**

## Reduce waste to landfill

Implement Resource Recovery Engagement Action Plans to foster a community that avoids, reuses and reduces waste

City staff delivered a total of 312 activities to 2,454 residents to encourage recycling and waste avoidance behaviours. In October 2022, City staff engaged with 443 City residents, workers, and visitors across seven community pop-up stalls held across Surry Hills, Newtown, and Circular Quay libraries and at Glebe Town Hall, about safe reusable alternatives to single use food and drink containers to improve waste avoidance behaviours and help the community understand the banned single use items in local businesses from November 2022.

**On Track**

Through the 'Ask A Waste Expert' online service, City staff responded to 225 resident enquiries and a total of 379 questions on how to help residents reuse, reduce, recycle and improve their waste avoidance behaviours at home. The most popular topics included how to recycle plastics, metal items and electronic waste.

To celebrate National Recycling Week, City waste education outreach staff presented 2 x Recycling Masterclasses and 2 x Beyond Recycling webinars about how to recycle different items and what happens to recycling after it's collected. 183 residents registered, 88 attended, and 74 viewed the webinar recording.

To help improve recycling at the source, five apartment buildings (601 households) received the Recycle Helper Service in Camperdown, Darlinghurst, Erskineville, Pyrmont, and Waterloo. City staff engaged with building managers about how they can improve recycling in their buildings by auditing bins, assessing bin rooms and making custom recommendations on how to better manage their waste and recycling.

17 residences took part in a recycling pilot across 226 social housing buildings in Redfern and Woolloomooloo. City staff conducted 12 waste audits and two doorknocks in collaboration with Department of Communities and Justice staff to provide residents with information and support about the City's recycling services.

The Clothing Reuse Resident Engagement Plan encourages reuse and waste avoidance behaviours by offering City residents greater access to local clothing reuse, repair, and recycling options. This year the City commissioned three sustainable clothing videos: 'Fabric Care and Choice 101', 'Tips for upcycling old clothes', and 'Shop your wardrobe' to encourage responsible clothing care and reuse. The City also partnered with The Clothing Exchange to deliver a clothing swap event in Potts Point that was attended by 144 residents who swapped 249kg of preloved clothing, preventing textiles from ending up in landfill.

The City hosted a Household Chemical Cleanout at Alexandra Canal Depot in October that was attended by 482 residents that dropped off 15.12 tonnes of household chemicals, paint (water and oil based), gas cylinders, lead acid batteries and other household problem waste.

The City supports the Garage Sale Trail event each year to promote the reuse and rehoming of preloved goods. This year 11,988 residents participated in the Garage Sale Trail over two weekends, selling and reusing over 279 tonnes of items and diverting over 97 tonnes from landfill.

Staff completed a total of 318 waste planning requests. This included DA referrals, re-referrals, panel requests and other requests such as conditions satisfied, pre-development applications, land and environment court cases, planning enquiries, consultant enquiries. Also the updated Waste Local Approvals Policy was endorsed by Council and the Office of Local Government and updates to Guidelines for Waste Management in New Developments and the Sydney DCP were finalised.

Plan to implement a food organics recycling service across the local government area for residents

Not Yet  
Due To  
Report

Increase recycling and reuse opportunities of textiles, soft plastics, electronics and other tricky items through innovative drop-off events and services for residents

The City hosted its ninth quarterly Recycle It Saturday event on 26 November 2022 which attracted 886 people that dropped off 20.09 tonnes of materials for reuse and recycling. The most popular items dropped off were electronics, textiles, gas bottles and the newly accepted small metals. This event was delivered in partnership with Waverley and Woollahra Council to make the event accessible to a wider community and increase operational efficiencies across the three Councils. The next event is scheduled for 18 February 2023.

**On Track**

The Ultimo Recycling Pop-Up at Bay Street Depot opened on 29 November for local residents to walk-up and drop off up to 12 streams of tricky items that are not accepted in household bins. The pop-up is open Tuesdays 2pm-7pm. City staff receive, sort and separate the items ready for collection by recycling processors. Since it opened, 63 residents have dropped off 546kgs of tricky items to recycle. An additional 60 residents stopped by to ask questions about the pop-up.

To make it more convenient for the community to recycle, the City has expanded and upgraded our recycling stations by adding an additional stream for small electronics and increasing the number of stations from 10 to 16 locations across the LGA. This means that now over 80% of City residents live within a 750 metre walk of a recycling station. Over the quarter, the recycling stations recycled 573kgs of materials (46kgs in mobile phones, 311kgs batteries, 96kgs light bulbs and 120kgs of small electronics).

To maximise recycling opportunities for residents, the City collected 8.4 tonnes of tricky items (including clothes, soft plastics and electronics) from 1,950 pickups directly from residents' homes through the Doorstep Recycling Service.

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

Rangers have completed 2,110 hours of targeted patrols and issued 135 notices this financial year to date.

**On Track**

**Efficient cleansing and waste services**

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

For the financial year to date there were some delays to collection services due to labour shortages caused by seasonal flu, Covid-19, and a difficult labour market. Collections may also be impacted by severe weather events which can result in occasional delays. These are monitored closely by the waste contract management team and the City works closely with its service providers to minimise these delays and resolve any outstanding collections.

**Watch**

Reduce waste from City operations												
Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Total waste collected from City managed properties including aquatic centres	Tonnes	880.04	728.06	-	223.45	219.88	-	-	-	443.34		Indicator Only
Reduction in total waste collected from City managed properties including aquatic centres from 2019 baseline of 945 tonnes. Target 15% reduction by 2025	%	7	23	-	-	-	-	-	-	-	Reported annually in June	Indicator Only
Reduce waste to landfill												
Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Total residential waste collected	Tonnes	69,445.73	70,895.66	-	15,859.47	17,080.82	-	-	-	32,940.29	The total amount of residential waste collected this quarter is higher than last quarter but lower than this time last year.	Indicator Only
Total residential waste collected per capita	Kg/Capita	281.9	287.8	-	-	-	-	-	-	-	Reported annually in June. The recent census data and adjustment to historic population estimates are being re-assessed for this measure	Indicator Only
Reduction in total residential waste collected per capita from 2015 baseline of 336.74 kg/capita. Target 15% reduction by 2030	%	-	14.5	-	-	-	-	-	-	-	Reported annually in June. The recent census data and adjustment to historic population estimates are being re-assessed for this measure	Indicator Only
Percentage of source separated recycling of total residential waste. Target 35% by 2025	%	27.67	27.38	-	31	32.12	-	-	-	31.56	The amount of residential waste that is separated at the source for recycling has increased since last quarter.	Indicator Only
Percentage diversion from landfill of residential waste. Target 70% by 2025 and 90% by 2030	%	47.01	44.3	-	51	52.58	-	-	-	51.79	The amount of residential waste diverted from landfill has increased this quarter partly due to increased diversion rates from the facility that processes bulky household waste.	Indicator Only
Resource recovery of waste from the City's parks, streets and public places. Target 50% by 2025	%	52	53	-	-	-	-	-	-	-	Reported annually in June	Indicator Only
Percentage diversion from landfill of waste from City managed properties including aquatic centres. Target 90% by 2030	%	-	94	-	89	90	-	-	-	90		Indicator Only
Percentage of source separated recycling of waste from City managed properties including aquatic centres. Target 50% reduction by 2025	%	-	54	-	49	54	-	-	-	54		Indicator Only

## 2.5 All city residents and businesses have the capacity to reduce emissions, adapt to a changing climate and share sustainable solutions

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Climate risk and adaptation</b>				
Develop a framework to understand and address climate change impacts on vulnerable community groups	2023	30	Climate adaptation and equity challenges and actions are being amalgamated into the new draft Resilience Strategy.	<b>On Track</b>
Major Programs	Progress To Date			Status
<b>Air quality</b>				
Facilitate community access to air quality data	The NSW Government has installed a second standard air quality station within the City of Sydney LGA at a City of Sydney property at Mandible Street, Alexandria in addition to the station already installed at Cook + Phillip Park. Air quality data is available from the NSW Government website and on Google Maps. A location for a third station is being investigated around the Central / Chippendale area. These regulatory grade monitoring stations show that background air quality consistently meets standard guidelines for human health. The University of Technology Sydney delivered a report in late December funded by a City of Sydney Innovation grant about options for local air quality sensing which will be communicated to Council in early 2023.			<b>On Track</b>
<b>Climate risk and adaptation</b>				
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.			<b>On Track</b>
<b>Programs and partnerships</b>				
Implement projects, programs and advocate to improve environmental performance in the commercial office sector	Sydney's Sustainable Office Plan is delivered primarily through the Better Buildings Partnership (BBP) and CitySwitch programs. The BBP members attended an event hosted by the Lord Mayor where the preliminary resource savings results were announced including 75% emissions savings since FY06. CitySwitch delivered its first campaign under the new net zero framework focussed on supporting signatories on the measurement of scope 1,2 and 3 emissions. Collaboration with key industry partners continues to strengthen including working with City of Melbourne on asset manager engagement, Green Building Councils of Australia on electrification and circular fit outs and ongoing work with NABERS.			<b>On Track</b>
Implement projects, programs and advocate to improve environmental performance in the accommodation and entertainment sector	The Sustainable Destination Partnership endorsed its FY23 workplan following a planning workshop in October. The partnership will focus on understanding waste management practices, up-skilling in net zero planning and renewable energy procurement, and developing a marketing strategy. Three technical working groups were formed to focus on these key issues. FY22 reporting commenced in September with preliminary results released at a November partnership event hosted by the Lord Mayor. In FY22 the partnership achieved 33% emissions reduction and 48% water reduction from a FY18 baseline.			<b>On Track</b>

Implement projects, programs and advocate to improve environmental performance and resilience in the residential strata sector

Five apartment buildings were NABERS (energy and water) rated this report period. Monthly sustainable strata e-newsletters were sent to 3,226 subscribers. Quarterly webinars were held on a range of topics, including recycling and GreenPower. The Strata Sustainability Reference Group was delivered quarterly to drive sustainability and resilience outcomes for high density communities. The City is now represented on a state government reference group to support the uptake of electric vehicles in strata communities. The City is assisting NSW Government to recruit apartments to test a national residential energy assessment tool and its alignment with the NABERS rating to enable a clear performance information for whole buildings. The City is represented on the Australian Government's Residential Energy Efficiency Disclosure Governance Forum working with governments, industry and community representatives to agree a pathway forward on disclosure for Australian homes; the City is strongly advocating for the inclusion of apartments and apartment buildings in this work. A total of 88 Smart Green Apartments/grants buildings are participating in the food scraps recycling trial.

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**On Track**

## SD03 Public places for all

The city has more places for people who live, work, invest and visit here. The history of the city and connections to Aboriginal and Torres Strait Islander peoples is evident in our public places. The city centre is an inviting and lively place, clean and safe, day and night, and with creativity and public art at its heart. Our local main streets are thriving hubs with their own distinctive characters

### 3.1 Aboriginal people, their history and cultures of this place are evident in the public realm

Major Programs	Progress To Date	Status
<b>Aboriginal and Torres Strait Islander people are influential in shaping the city</b>		
Develop a framework / strategy, in consultation with relevant stakeholders, to assist in planning the city to address and implement Connecting with Country principles	Scoping of this Strategy is well underway to develop this important and complex piece of work.	<b>On Track</b>

### 3.2 Welcoming, inclusive and connected streets and public spaces are created and maintained

Major Programs	Progress To Date	Status
<b>Welcoming, accessible and equitable public spaces</b>		
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. The Green Square roads projects have recently been completed including Joynton Ave, Zetland Ave (east, mid, west), Geddes Ave & Paul St, and Portman St. Additionally the Macdonald Street Widening works have been completed. The Green Square to Ashmore connection road project is in construction. The George Street South Pedestrianisation project is progressing and George Street North Pedestrianisation project is progressing through towards tender.	<b>On Track</b>
Maintain and enhance public domain across the local government area through an ongoing program of improvement works	Capital works upgrade and renewal projects and programs continue to maintain and enhance the public domain across the Local Government Area.	<b>On Track</b>
<b>Public amenity</b>		
Provide high quality street cleansing service that meets the needs of the community	The City's street cleansing operations provide a regular cleaning service of the City's public domain across our local area. As a result of the Covid-19 pandemic, season flu and labour market shortages, there have been some service disruptions. City staff undertook a spring cleaning program, reviewed street cleaning schedules, targeted hotspot areas for additional cleaning, and trialled new types of equipment to improve cleaning standards across the local area.	<b>On Track</b>
<b>Public safety and compliance</b>		
Maintain inspection programs to monitor legislative compliance in the areas of fire safety, building compliance, late night trading premises and public health	All inspection programs are being maintained. Where a backlog exists due to impacts caused by Covid-19, inspections are being prioritised based on risk.	<b>On Track</b>
<b>Public spaces meet community needs</b>		
Undertake periodic review of public domain design codes in the city	The revised Streets Code has recently been endorsed and is on the City's website. The draft Parks Code has been completed and is undergoing internal stakeholder review.	<b>On Track</b>

## Welcoming, accessible and equitable public spaces

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Road renewed/treated program	m2	34,273	43,931	20,000	14,665	13,242	-	-	27,907		On Track
Footway dining in the village centres	m2	4,738.61	5,620.2	-	5,654.9	5,356.02	-	-	5,356.02	There are 498 licences for outdoor seating in the LGA outside the City Centre.	Indicator Only
Footway dining in the city centre	m2	2,498.74	2,980.1	-	3,611.59	3,134.62	-	-	3,134.62	There are 188 licences for outdoor dining in the City Centre	Indicator Only

### 3.3 Creativity and culture is embedded in the fabric of the city

Major Programs	Progress To Date	Status
<b>Enable artists' contributions to the cultural life of the city</b>		
Advocate for and support the delivery of public art in new developments and develop partnerships to enable delivery of public art projects and programs	The City supports the delivery of public art in new developments by reviewing and providing advice on all public art projects from conception to delivery in line with our Guidelines for 'Public Art in Private Developments'. Projects of strategic importance or facing particular challenges are taken to the City's Public Art Advisory Panel for review and advice which is then passed onto the proponents. This process ensures a high standard of public art is delivered to the benefit of the community, enriching the cultural life of our City. The City has developed partnerships with Place Management NSW and various Cultural Institutions along the Harbour Foreshore to deliver Yananurala, curated by Emily McDaniel as part of the Eora Journey.	On Track

### 3.4 Physical and visual connections to the harbour are strengthened

Major Programs	Progress To Date	Status
<b>Connecting with the harbour foreshore</b>		
Develop and deliver a staged implementation of public art and other projects for the Eora Journey Recognition in the Public Domain Program through the Yananurala walk	Yananurala, (formerly the Harbour Walk) curated by Emily McDaniel, provides a curatorial approach to Aboriginal recognition along the harbour foreshore in the public domain. Interpretive markers are now installed at key points along the 9km length of the walk. Four artists have been shortlisted to further develop their ideas as part of a two stage process in response to the brief for 'Sitelines and Conversations'. Sited at Ta-Ra (Dawes Point), a public art project that highlights the site where Patyegarang gifted the Sydney language to William Dawes, recording it for future generations in his notebooks, is in development with consultation underway with community and key stakeholders.	On Track

### 3.5 Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing

Major Programs	Progress To Date	Status
<b>Equitable distribution and access</b>		
Continue the ongoing data collection, research and analysis to inform the City's Open Space and Recreation Needs Study priorities and directions	Research on public space use trends during Covid-19 lockdown confirmed the high value the community placed on public space and demand for spaces that are flexible enough to allow a range of recreation activities. Ongoing research to ensure latest trends in recreation and open space use inform City's planning.	On Track



## Land under the care and control of the City is managed equitably

Review the City's Plans of Management as required, ensuring that public space is managed in an equitable, inclusive, resilient and regenerative way

A staged audit of the adopted plans of management is underway commencing with the Generic Plan of Management. This plan will be revised to reflect changes in community values, organisational objectives and to incorporate land acquired post adoption in 2012. It is anticipated that public exhibition and Council adoption of the revised plan will occur in 2023.

**On Track**

## Access to pools and sporting facilities

Deliver programs and services at pools and community tennis courts that support social connection and wellbeing

Highlights of programs and services that support social connection and wellbeing include:  
Cook + Phillip Pool continues to host the highly successful pickleball program each day. A Monday tea/coffee station is helping to encourage the growth of this social group. The Special Olympics SPLASH event came to ABC pool, with local organisations competing as well as Olympic legends and Special Olympic athletes. New Horizons participants with mental health conditions continue to attend a weekly workout session at Victoria Park Pool. Gunyama Park sportsfield hosted Souths Cares to run a free junior clinic.

**On Track**

Community connect meetings continue each month at each centre. These meetings provide direct and easy access to the centre management team to discuss issues and build connections with others in the community.

At our community tennis courts targeted programs continue, including weekly sessions of blind and low vision tennis and mental health social tennis at Prince Alfred Park and Mums on Monday's social tennis program for women. The Settlement Neighbourhood Centre after school program ran at Alexandria Park Courts and the SMASH Mental Health Program has commenced its second 12-week schedule from Rushcutters Bay. SMASH utilises tennis to help individuals suffering from mental illnesses. The centre also hosted their annual Community Championships tournament that was well received by the local community and regular players alike.

## Land under the care and control of the City is managed equitably

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Parks and open space managed by the City of Sydney	ha	214	214.3	191	-	-	-	-	-	Reported annually in June	Indicator Only

## Access to pools and sporting facilities

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	86.25	97.25	85	90	98	-	-	94		<b>On Track</b>
Attendances at aquatic and leisure centres	000	1,258	1,054.71	-	322	470.24	-	-	792.24	Attendance for aquatics has been behind in some program areas, including learn to swim and coaching, which is reflective of industry wide shortages in suitably qualified coaches and teachers. Attendance levels for recreational swimming have been impacted by inclement weather. Attendance for fitness has been performing to newly established targets post-Covid and remain below pre-Covid (FY19) numbers.	Indicator Only

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Peak Occupancy - Perry Park Recreation Centre	%	84.6	90	-	92	88	-	-	88	For the financial year to date the centre had average occupancy of 92% in quarter 1 and 88% in quarter 2, with attendance totalling 125,000. The internal run sports competition continued to grow with the addition of a new men's Sunday evening volleyball competition, weekly mixed drop in futsal, Tuesday mixed drop in futsal and a weekly Women's drop in futsal program. Events hosted included three-day school holiday netball and volleyball camps, with between 40-50 children attending each camp. Volleyball NSW also hosted a tournament for children, men's and women's, and mixed groups. Additionally, the centre hosted the Activate Inclusion sports day, which was delivered in collaboration with Sport NSW, Disability Sports Australia, and the City of Sydney City Spaces team.	Indicator Only
Peak occupancy - City's outdoor tennis courts	%	78	77	-	75	68	-	-	68	The City's tennis centres facilitated adaptive tennis sessions for people with disability each week, women's tennis programs were held twice weekly and indigenous tennis classes were delivered to students from the Redfern Jarjum college each week. A new program was introduced at Prince Alfred Park tennis courts for high school students with autism. Occupancy across all courts remained well above both facility level targets and industry averages. This can be attributed to a strong schedule of social tennis programs and the establishment of new programs. These programs included a newly established youth social tennis Friday afternoon doubles for young people aged 12-18, CALD social tennis event for players from the Chinese community and a Sunday social competition for adults.	Indicator Only

## SD04 Design excellence and sustainable development

The city will continue to grow sustainably and with good design. Communities are inclusive, socially connected, healthy, and live in walkable well-serviced neighbourhoods, supported by public transport. We take the impact of our changing climate into account in the policies that influence development in the city

### 4.1 The city's liveability will be enhanced through well planned and designed development

Major Programs	Progress To Date	Status									
<b>Inclusive and accessible places</b>											
Review and update planning controls to facilitate inclusive and accessible places and support the health, wellbeing and culture of communities	<p>The City is investigating improvements to planning provisions for accessible parking and liveable housing to improve and extend access to both parking and housing. These will be considered as part of the City's LEP/DCP update in early 2023.</p> <p>The City has advanced a number of planning initiatives to support the wellbeing and culture of communities, including the Oxford Street Cultural and Creative Precinct, the Open and Creative City reforms to encourage small-scale and local cultural activity; later openings for shops and businesses in local high streets, and planning changes to more fairly manage the issue of noise from entertainment venues. Recent planning for places such as the Botany Road corridor prioritises good residential amenity by designing to mitigate the impacts of noise and air pollution.</p> <p>The City is investigating how the cultural values of specific places and communities can be recognised through planning controls - specifically for the Chinese community in the Haymarket area; and the LGBTIQ+ community in the Oxford Street precinct.</p>	<b>On Track</b>									
Implement entertainment sound management planning controls and explore establishing special entertainment precincts to support thriving and vibrant 24-hour economy	The City commissioned consultants to undertake a sound study to better understand the existing sound levels from entertainment venues. Measurements have been completed for nine venues within the Taylor Square and Ivy Precincts and will be reported to the City in early 2023. This information will be used to better understand the existing sound environment of entertainment precincts and inform implementation of the City's draft entertainment sound planning controls due to be reported back to Council in 2023.	<b>On Track</b>									
<b>Create great places</b>											
Review planning controls for centres, high streets, heritage areas and other strategic precincts to create great places	Reviews of planning controls have been completed for Oxford Street and Botany Road and are now finalised. The Conservation Area Review is progressing and review work is underway for Pymont and Ultimo in line with the Pymont Peninsula Place Strategy.	<b>On Track</b>									
<b>Urban renewal</b>											
Develop and implement Public Domain Plans and Placemaking Strategies for urban renewal areas as required	The City continues to deliver the new streets, open spaces, pedestrian and bike links in line with our public domain strategies. The Drying Green park is now complete. New community facilities and open spaces will be delivered as part of joint projects with the Department of Education. These include the Green Square School and Community Spaces on the former South Sydney Hospital site and the Alexandra Park Community School. Community programs and events have continued.	<b>On Track</b>									
<b>Create great places</b>											
Key Performance Indicator	Unit	2020/21 Result	2021/22 Result	2022/23 Target	2022/23 Result	Comment				Status	
Average time to determine 90% of footway applications	Days	12.26	11.6	35	19	19.14	-	-	19.14		<b>On Track</b>

Urban renewal											
Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Voluntary Planning Agreements offers	No.	16	16	-	4	2	-	-	6	The City received two new offers to enter into Planning Agreements during the quarter.	Indicator Only
Voluntary Planning Agreements executed	No.	17	14	-	2	2	-	-	4	The City executed two new Planning Agreements during the quarter.	Indicator Only

#### 4.2 Productivity will be supported by planning for jobs, innovation, and enterprise activities

Major Programs	Progress To Date	Status
<b>Central Sydney Planning Strategy</b>		
Implement the Central Sydney Planning Strategy to facilitate commercial space and activity	On 26 November 2021 the Local Environment 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. Eight planning proposals are being considered under the Strategy. The planning proposal for the Sydney Metro Hunter Street was endorsed for exhibition, and the 2 Chifley Square proposal finalised.	On Track

#### Planning for business, industry and economic opportunities

Conduct strategic studies and reviews to inform planning control amendments that protect and grow business, jobs and economic opportunities	The Central Sydney Planning Framework was finalised in November 2021 and implements planning controls for employment growth. Final planning controls to protect and grow jobs have been exhibited and reported for Botany Road Corridor, Oxford Street and North Alexandria and the Enterprise Area, with controls now made for each. The City is now reviewing the planning controls for Pymont in line with the NSW Pymont Place Strategy.	On Track
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#### Planning for business, industry and economic opportunities

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Commercial development approved	m2	196,792	257,087	-	37,812	58,977	-	-	96,789	Includes redevelopment of 201-217 Elizabeth Street (49,817m <sup>2</sup> ).	Indicator Only
Commercial development completed	m2	95,829	151,967	-	6,807	95,943	-	-	102,750	Includes 178-186 George Street (62,878m <sup>2</sup> ) and 210-214 George Street (20,148m <sup>2</sup> ).	Indicator Only

#### 4.3 Communities will be supported by the provision of infrastructure and assets that are aligned with growth

Major Programs	Progress To Date	Status
<b>Infrastructure planning, delivery and collaboration</b>		
Collaborate with the private sector to deliver new or upgraded public infrastructure aligned with new development	The City has executed four new Planning Agreements with the private sector for the financial year to December. The Agreements will deliver new and upgraded public infrastructure including widened footpaths to Botany Rd, Rosebery and Bourke St, Waterloo, a shared zone to Foley Street Darlinghurst and a public domain upgrade to Chifley Square.	<b>On Track</b>
Review contributions plans to support the delivery of infrastructure needed by new development	Review of contributions plans initiated and will increase in 2023. Work also underway regarding local infrastructure demands arising from State Significant rezoning proposals at Central Precinct and Redfern North Eveleigh Precinct, with expectation that this work will feed into contributions plan updates.	<b>On Track</b>

#### 4.4 Good design leads to buildings and public spaces that are high performing, well designed, inviting and inclusive

Major Programs	Progress To Date	Status
<b>Design excellence</b>		
Facilitate competitive architectural design processes to achieve design excellence	The City has facilitated the completion of two competitive architectural design processes located in Haymarket and Pymont.	<b>On Track</b>
<b>Advice from expert panels</b>		
Facilitate the Design Panels to provide expert advice on major public projects, private development and public art proposals	The Design Advisory Panel and Public Art Advisory Panel meet monthly and continue to provide valuable expert advice to the City on public domain design, park projects, major development applications and public art proposals.	<b>On Track</b>
<b>Advocacy</b>		
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.	<b>On Track</b>

#### 4.5 Well planned and designed development reduces environmental impacts and improves resilience, health and sustainability

Major Programs	Progress To Date	Status
<b>Development supports a healthy environment and community</b>		
Investigate planning controls to increase tree canopy, encourage green roofs and support biodiversity in development	Planning controls to increase tree canopy, encourage green roofs and support biodiversity in development are being investigated for inclusion in the LEP and DCP Update.	<b>On Track</b>

### Better designed and operated buildings

Advocate for improvements to the National Construction Code Trajectory to net zero buildings	No major consultation or advocacy opportunities arose in the period.	<b>On Track</b>
Develop a pathway for the City's planning controls to be strengthened over time to deliver net zero energy buildings	Council and the Central Sydney Planning Committee adopted final controls in August 2022. The controls are with NSW Government for drafting and finalisation. The City is working with the Department of Planning and Environment to finalise the planning proposal.	<b>On Track</b>
Investigate opportunities for development to use water efficiently and improve the health of waterways through changes to the planning controls	A draft DCP amendment is being prepared and is expected to be reported 2023.	<b>On Track</b>

### Increase resilience through well designed and planned development

Update floodplain management planning controls to manage risk and achieve good urban design outcomes	The Interim Floodplain Management Guidelines are being incorporated into the City's planning controls. The proposed planning controls are to manage flood associated risk and achieve good urban design outcomes.	<b>On Track</b>
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### Better designed and operated buildings

Key Performance Indicator	Unit	2022/23			2022/23 Result					Comment	Status
		2020/21 Result	2021/22 Result	2022/23 Target	Q1	Q2	Q3	Q4	YTD		
Average time to determine 90% of DA applications	Days	55.15	62.9	55	74	77.8	-	-	77.8	Assessment times have been impacted by Covid, flu, leave and other labour market challenges. A fast track team was established to assist in providing quick turnaround, initially on footway applications. This team is now increasing its range of application to assist in addressing workloads across teams and improving timeframes.	<b>Attention Required</b>
Average processing time for construction certificates	Days	7.28	7.98	10	10	8.6	-	-	9.3	A mean average of 8.6 days was achieved in Q2 which bettered the established target of 10 days.	<b>On Track</b>
Average time to determine 90% of S4.55 applications (previously S96 applications)	Days	31.65	38.3	40	38.5	43.13	-	-	43.13	Assessment times have been impacted by Covid, flu, leave and other labour market challenges. A fast track team was established to assist in providing quick turnaround, initially on footway applications. This team is now increasing its range of application to assist in addressing workloads across teams and improving timeframes.	<b>Watch</b>
Median (net) assessment time to determine DA & S4.55 applications (previously S96 applications)	Days	42	52	45	52	57	-	-	57	Assessment times have been impacted by Covid, flu, leave and other labour market challenges. A fast track team was established to assist in providing quick turnaround, initially on footway applications. This team is now increasing its range of application to assist in addressing workloads across teams and improving timeframes.	<b>Attention Required</b>

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Outstanding DA & S4.55 applications over 100 days (previously S96)	%	15	19.4	20	26	29.5	-	-	29.5	Assessment times have been impacted by Covid, flu, leave and other labour market challenges. A fast track team was established to assist in providing quick turnaround, initially on footway applications. This team is now increasing its range of application to assist in addressing workloads across teams and improving timeframes.	<b>Attention Required</b>

## SD05 A city for walking, cycling and public transport

The city is greener and calmer, with more space for people on the streets – including footpaths and cycleways. More people choose to walk, ride and use public transport. All vehicles in the city are zero emissions

### 5.1 Street space is reallocated for people, places and planting

Major Programs	Progress To Date	Status
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#### Public domain and public space programs

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 the 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. The 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.	<b>On Track</b>
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#### Reallocation of street space

Continue to support the implementation of the pedestrianisation of George Street and relevant city streets	The City continues to work with Transport for NSW (TfNSW) to deliver the completion of the George Street pedestrian boulevard between Hunter and Alfred Streets. Temporary closures on Margaret, Jamison, Hunter and Bond Streets will commence on 9 January 2023. Council endorsed the scoping report in December 2022. TfNSW have approved the traffic management plan for the project.	<b>On Track</b>
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#### Partnerships to improve road safety and reduce traffic

Work in partnership with the NSW Government to reduce traffic speeds and volumes to keep people safe and reduce road trauma	The City is continuing to work with Transport for NSW to reduce speed limits to 40km/h on all roads within the City of Sydney. TfNSW are responsible for approving and installing signage for changes to speed limits. TfNSW informed the City that these changes were imminent since September 2021. We are still waiting approval. The City is working on a number of place based plans with the NSW Government which all have an objective of reducing the volumes of traffic.	<b>On Track</b>
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#### Public domain and public space programs

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Length of streets across the local government area with a speed limit of 40km/h or less	Km	295.4	328.82	-	328.82	328.82	-	-	328.82	No speed reduction program implemented since last reported quarter. 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



Reallocation of street space											
Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway replaced by green verge	m2	2,483	3,365	2,000	407	1,197	-	-	1,604		On Track

## 5.2 Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area

Major Programs	Progress To Date	Status
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### Promote public transport solutions

Advocate for extension of Metro West by 2030, including stations for at least Zetland and Central	The major mechanism for the City's ongoing Metro West extension advocacy was a Transport for NSW implementation plan meeting for the Tech Central Transport Strategy in late 2022. The City continues to advocate for West Metro to be extended to Green Square.	On Track
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## 5.3 More people walk more, because walking is the most attractive and convenient choice for short trips in the local area

Major Programs	Progress To Date	Status
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### Improve safety, connectivity and amenity

Develop and oversee a program of pedestrian crossings to make walking safer and easier	The release in mid-September of Transport for NSW's guidance on pedestrian crossings confirmed there are no obstacles to the City proceeding to install crossings on local roads consistent with its Pedestrian Crossing Policy finalised in early 2022. To maximise value for money, and access and safety benefits, City staff have begun to develop a proposed program of new crossings. This is drawing on the evidence base from detailed walking and place studies. (All new crossing proposals will continue to go to the Local Pedestrian, Cycling and Traffic Calming Committee for consideration).	On Track
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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 2022/23 Central Business District Streetscape Improvement program includes the installation of 12 Smartpoles and LED lighting on DrUITT and Goulburn Streets, and installation of granite paving in sections of Hay and DrUITT Streets.	On Track
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Continue to implement priority public domain improvements from the Liveable Green Network strategy	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
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### Encourage and monitor walking participation

Ensure all road and path users have information and training available that enables them to exhibit correct and safe behaviours	<p>The City's Share the Path program aims to make walking safer and more enjoyable, by working with bicycle riders to ensure they exhibit safe and respectful behaviours when riding in environments shared with people walking.</p> <p>City staff held 35 Share the Path onsite education sessions, including 473 free tune-ups, and 1631 maps, 351 bells and 137 lights were distributed.</p>	On Track
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### Advocacy

Work with the NSW Government to decrease waiting time and journey time for people walking in areas of high pedestrian activity in the local government area	The City continues to advocate for greater priority (reduced delay) 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	On Track
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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.

Improve safety, connectivity and amenity											
Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 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.	10	13	10	0	5	-	-	5		On Track
Footway renewed	m2	19,890	14,687	10,000	2,196	7,242	-	-	9,438		On Track
New granite infill paving	m2	4,072	1,500	1,500	0	0	-	-	-	Works are scheduled for the latter part of the financial year.	On Track

#### 5.4 More people ride more, because it is an attractive, convenient and safe option for everyday transport

Major Projects	Completion Date	% Complete	Progress To Date	Status
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##### Safe, connected cycleways

Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local government area	2023	8	Continued to improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local government area	On Track
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Major Programs	Progress To Date	Status
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##### Safe, connected cycleways

Continue the implementation of cycleways within the City of Sydney	This financial year to date the City has completed six new cycleways: King Street (Pitt to Phillip in the city centre), Portman Street (Green Square), Zetland Avenue (Green Square), Gadigal-Potter-Crystal (Green Square), MacDonald Street (Erskineville) and Pitt Street (King to Circular Quay).  Construction is underway and will soon be complete on College Street in the city and Ashmore Street, Harley Streets, Henderson Road, Railway Parade, Bridge Street, Mitchell Road and Harley Street in Erskineville.  Construction will start this financial year of cycleways on Castlereagh, Oxford and Liverpool Streets.	On Track
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##### Collaboration

Work with neighbouring councils, state and federal governments to implement a cycleway network across Sydney	City staff have been advocating for cycleways and supporting Transport for NSW and other councils, giving presentations at conferences and forums to help others with advice on accelerating delivery of cycleways.  City staff have been working with Transport for NSW to improve key links with neighbouring councils, such as the state road section of Wilson Street in Newtown, between King Street and Erskineville Road which would connect the Inner West and City of Sydney bike networks.  The first University of NSW Cycleway Design Course was run, an initiative prompted by City staff.	On Track
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## Encourage and monitor cycling participation

Encourage bicycle riding in the City of Sydney

We provide ongoing support to residents and workers to ride, through cycling courses, maps, wayfinding signs, guided rides, a cycling advice service, bike parking and a growing safe connected bike network.

**On Track**

Specifically to support Green Square area residents to ride we ran a program in Green Square including guided rides, bike tune-up sessions, cycling courses, bike maintenance sessions in parks and e-bike leasing trials.

During the first half of this year, 108 adults have done a cycling course, an additional 40 staff members have completed the staff cycling course, 81 adults have done a basic bike maintenance course, two school classes have done the school cycling course and 845 young children have attended the Balance Bike Clinic to learn to ride.

City staff held 35 Share the Path onsite education sessions, including 473 free tune-ups, and 1631 maps, 351 bells and 137 lights were distributed.

## Safe, connected cycleways

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New separated cycleways provided	Km	7.51	0.54	2	0.91	2.74	-	-	3.65	The following sections of the strategic Bike Network are complete; in Sydney: King Street between Pitt Street and Phillip Street, Pitt Street between Reiby Place and King Street, and College Street between Oxford Street and Park Street; in Erskineville: MacDonald Street between Bridge Street and Hadfields Street and Henderson Road, Railway Parade and Bridge Street between Mitchell Road and Ashmore Street; in Alexandria: Harley Street and Ashmore Street between McEvoy Street and Fox Avenue; and in Waterloo: Gadigal Avenue, Potter Street and Crystal Street between Lachlan Street and Danks Street.	<b>On Track</b>
New on-road cycleways provided/upgraded	Km	1.2	1.24	2.6	0	0.77	-	-	0.77	While work to complete the Cycling Strategy Bike Network is focused on the design and approvals of separated cycleways, local connections in Alexandria and Erskineville were completed. These connections provide improved access to schools and separated cycleways in the area.	<b>On Track</b>

## Encourage and monitor cycling participation

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Growth in cycling activity at key intersections around the City of Sydney	%	(5)	4	-	-	11	-	-	11	The number of bike trip segments counted during the morning and afternoon peaks (6-9am and 4-7pm) in October 2022 was up 11% from October 2021 figures.	Indicator Only
Attendees at cycle safety courses	No.	336	127	-	52	56	-	-	108		Indicator Only

## 5.5 Freight, servicing and parking will be managed to support the efficient functioning of the city while improving the amenity of city spaces

Major Programs	Progress To Date	Status
<b>Efficient freight and servicing</b>		
Work with the NSW 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. Staff have been testing Transport for NSW's new freight modelling tool which aims at providing guidance specific for NSW urban centres. The City is continuing to develop materials on freight in the city centre.	<b>On Track</b>
<b>Manage parking and kerbside space</b>		
Ensure the Neighbourhood Parking Policy and kerbside allocation support city outcomes, such as the need for access for people with disabilities	The City works with the community to continually improve the alignment of kerbside parking restrictions with the location-specific needs of residents, businesses and their visitors.	<b>On Track</b>
Manage the demand for parking to ensure there is equitable access to the constrained supply	Parking restrictions are implemented to manage parking demand and encourage turnover. Rangers proactively monitor parking across the LGA to ensure turnover and parking space availability.	<b>On Track</b>

## Manage parking and kerbside space

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Car share bookings	No.	283,782	289,016	-	-	131,266	-	-	131,266	Minor decrease on previous reporting period	Indicator Only

## SD06 An equitable and inclusive city

Everyone feels welcome and can afford to live here if they choose. Everyone can participate, prosper, and reach their full potential in a city that is fair and just

### 6.1 We will respectfully strengthen partnerships and relationships with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations

Major Programs	Progress To Date	Status
<b>Partnerships, self-determination and reconciliation</b>		
Ongoing implementation of the Stretch Reconciliation Action Plan acknowledging the Closing the Gap priority actions	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.	<b>On Track</b>
Continue to work with the coalition of Aboriginal peak organisations and their affiliates on Closing the Gap initiatives	The City continues to hold meetings with the local NSW Coalition of Aboriginal Peak Organisations and affiliates on Closing the Gap initiatives including promoting opportunities within the City such as the Aboriginal and Torres Strait Islander collaboration fund. This funding program supports a strong and sustainable Aboriginal and Torres Strait Islander community controlled sector to deliver projects that meet the needs and aspirations of Aboriginal and Torres Strait Islander people in the local area.	<b>On Track</b>
Support the community's aspirations for the future use of the local Aboriginal knowledge and culture centre in Redfern at 119 Redfern Street	Following the 2022 community consultation activities, the City will work with the local Aboriginal and Torres Strait Islander community to support their use of 119 Redfern Street in light of the consultation outcomes.	<b>On Track</b>

### 6.2 Everyone feels welcome and included in the city

Major Programs	Progress To Date	Status
<b>Inclusion</b>		
Continue to implement the Inclusion Disability Action Plan	<p>The City's fifth Inclusion (Disability) Action Plan 2021-2025 was adopted in June 2021. In November and December 2022, the City delivered a diverse range of programs to celebrate International Day of People with Disability, including:</p> <ul style="list-style-type: none"><li>• Disability Awareness workshop at Cliff Noble Community Centre</li><li>• Variety Activate Inclusion Sports Day at Perry Park Recreation Centre</li><li>• I can, You can, We can: Celebration lunch at Gunyama Park recreation Centre, and</li><li>• International Day of People with Disability 2022 Panel discussion: Visible behind and in front of the camera, at Darling Square library.</li></ul> <p>These programs were supported by a social media campaign to promote positive attitudes towards people with disability. The video "We asked 5 people with disability some difficult questions in the lead up to International Day of People with Disability" was developed with and features members of the City's Inclusion (Disability) Advisory Panel. It was viewed more than 23,000 times.</p>	<b>On Track</b>

## Support community needs

Deliver a library service which is responsive to existing and emerging community needs

Covid-19 recovery continues with the community regaining confidence to return to libraries and a slight increase in attendance this period. Attendance is still 59% less than comparable period pre-pandemic. Loans of physical items are 40% down, suggesting those attending the libraries are borrowing more items and access to digital items continues to grow, with a 40% increase in digital loans compared to pre-pandemic trends.

**On Track**

Ultimo Library closed on 9 December for air conditioning works, due to reopen mid February. All branches were closed from 4pm Friday 23 December and reopened at 10am Monday 3 January.

Library Outreach continues its collaboration with community centres Cliff Noble Community Centre, Reginald Murphy Community Centre and Redfern Community Centre with weekly digital skills group sessions on topics including staying safe online, keeping in touch with family and friends and accessing emovies.

For the 6 months to end-December there were:  
 652 Home library service deliveries  
 34,325 PC Sessions  
 121,215 Library service app launches  
 8,855 Online calls/email interactions

## Inclusive and accessible programs and services

Deliver cultural programs and services that are inclusive, accessible and affordable for all

During the period, 21 Auslan Storytime videos were hosted receiving 8,580 views and 17 programs were Auslan Interpreted and 11 events live captioned. A total of 93% of attendees across all programs agreed or strongly agreed that the program was accessible and 10% of survey respondents identify as living with a disability. Programming across the Makerspace and Pine Street Creative Arts Centre continues to focus on providing affordable and welcoming opportunities for participants to build connections within the local community through creative practice with disability specific programming being piloted at Pine Street.

**On Track**

## Support community needs

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Active library memberships	No.	83,853	89,858	-	94,517	98,297	-	-	98,297		Indicator Only
Items accessed from City libraries (physical and digital)	000	1,128.72	1,126.29	-	424.77	350.37	-	-	775.14		Indicator Only
Attendance to City libraries	000	293.11	367.2	-	177.81	192.02	-	-	369.83		Indicator Only

## Inclusive and accessible programs and services

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Passenger trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	4,286	4,491	-	1,872	1,517	-	-	3,389	This period has seen a percentage increase of 132% compared with the same period last year (652) The increase is a result of recommencing social day outings and other centre based related transport services (post pandemic).	Indicator Only

## 6.3 Everyone benefits from equitable economic growth and has financial security

Major Programs	Progress To Date	Status
<b>Build community skills and capacity</b>		
Provide demographic, visitor and sector data and analysis to local businesses to assist in decision making and sustainable growth	Surveys, case studies and reports section of the City's website updated with latest data for external users. This includes the 2022 Housing Audit and Residential Monitor. The revised 2021 Estimated Resident Population has been updated. The 2021 Census results have been updated on the City's Census website.	On Track
Continue to advocate to ensure everyone can afford the essentials of daily life, from healthy fresh food through to services such as health care and education	City staff prepared a submission to the NSW Department of Customer Service in support of a reform to the NSW residential tenancy laws to allow people renting in NSW to keep pets. The City has focused its advocacy on sustainable food systems as a key way to improve food security. Activities included presenting on the City's grant to FoodLab Sydney at the international Milan Urban Food Policy Pact Policy Training online seminars. Work has also continued to review the City's role in food systems within our local area following the submission to the NSW inquiry into food security and equitable access.	On Track
<b>Increased employment and access to procurement</b>		
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	Activity continues to determine how to undertake a collaborative/consultative strategy development and drafting process with the Aboriginal and Torres Strait Islander supplier community and representatives.	On Track
Review and implement the City's Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	A draft Aboriginal Workforce Strategy was completed in consultation with Aboriginal and Torres Strait Islander stakeholders and staff and presented to key internal stakeholders. Targeted recruitment activities were held in Aboriginal community venues.	On Track

### Build community skills and capacity

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Rent concessions given by the City through the accommodation grants program – leases for social initiatives	\$ '000	-	3,525.07	-	962.55	862.71	-	-	1,825.26	In the first half of this year support was provided through the Accommodation grants program to community organisations including the Babana Aboriginal Mens' Group at Benledi House in Glebe, the Inner City Legal Centre at Darlinghurst Road in Kings Cross and the Women's Library at Brown Street in Newtown.	Indicator Only
Social grants approved by the City of Sydney	\$ '000	3,965.38	4,757.88	-	3,508.96	960.34	-	-	4,469.3	In the first half of the year, 125 Social grants were approved by Council. These projects were awarded through the City's Community services, Festival and events sponsorship, Knowledge exchange sponsorship, Innovation and ideas, Aboriginal and Torres Strait Islander collaboration fund, Matching, Quick Response and Venue hire support grant programs. Projects supported include Sydney WorldPride to activate Oxford Street during the month-long event, J & R Corporation to run a wellbeing project to improve the quality of life of Aboriginal people from the local area, and Re-Love to engage businesses in the local area to donate their unwanted furniture to people moving on from crisis.	Indicator Only

### Increased employment and access to procurement

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 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.	190	203	-	-	216	-	-	216		Indicator Only



## 6.4 Communities are engaged and actively participate in the governance of their city

Major Programs	Progress To Date	Status
<b>Community engagement</b>		
Implement the Community Engagement Strategy to involve the community in the City's decision making processes for projects, strategies, policies and services	<p>Greater integration and alignment has been achieved across key documents. The 2022 Community Engagement Strategy incorporates the Community Participation Plan for land use planning. Community engagement outcomes are also embedded in key strategies including the Reconciliation Action Plan and Disability (Inclusion) Action Plan which both have their own reporting requirements.</p> <p>An Easy Read version of the Community Engagement Strategy has been developed and published on the City's website along with a new accessible guide to decision-making that was developed with the input from the Disability (Inclusion) Advisory Panel.</p> <p>46 projects involving a wide range of business functions were open for consultation in the past 6 months. These were conducted in line with the City's Community Engagement Strategy. Feedback on City policies accounted for 26% of open consultations; parks and open space projects (20%); land use planning (not including DAs) comprised 15% and street upgrades and cycling projects made up 17% of all consultation projects.</p>	<b>On Track</b>
<b>Provide inclusive, clear, accurate and accessible information to the community</b>		
Provide updates on our policies, projects and programs through communications that reflect and reach the diverse communities of the city	<p>So far in 2022/23, City Communications has produced a variety of communications that reflect and reach our diverse communities:</p> <ul style="list-style-type: none"> <li>- First Nations focus: content promoting the First Nations artists and programming for Sydney New Year's Eve, the call out for a First Nations operator for the 180 George Street public plaza, the 30th anniversary of Prime Minister Paul Keating's Redfern speech, recent First Nations grant recipients, the call out for new Aboriginal and Torres Strait Islander advisory panel members, Indigenous Business Month, the Uluru Statement from the Heart winning the Sydney Peace Prize, and the latest Yananurala developments.</li> <li>- LGBTIQ+ focus: content promoting Wear it Purple Day, Trans Day of Remembrance, the City's support for Sydney WorldPride, the 5th anniversary of the marriage equality vote, a new hoarding artwork for Oxford Street by local queer artist Amy Blue, and recent LGBTIQ+ grant recipients.</li> <li>- Promotion of the return of the International Student Leadership and Ambassador program, and the Lord Mayor's international student welcome event.</li> <li>- Promotion of International Day of People with Disability, including a video featuring members of the Inclusion (Disability) Panel.</li> <li>- Promotion of the City's public domain plan for Dixon Street and the wider Haymarket precinct, following extensive consultation and communication with the residential and business community in Chinatown, Thaitown and Koreatown.</li> <li>- Ongoing promotion of programs and events for young people and seniors through the youth programs and community centre newsletters.</li> <li>- Creation of the What's On print-on-demand app for community centre and customer service staff to quickly and easily print a curated list of events for people who prefer a printed format or don't have access to the internet.</li> <li>- Development of a curated list of journalists interested in cultural affairs that all media releases are sent to, in order to maximise coverage of City initiatives across a wider variety of media outlets.</li> </ul>	<b>On Track</b>
<b>Council elections</b>		
Ensure all electoral processes are well managed and meet legislative requirements	Progress against the Non-residential Register Methodology and Plan LGE2024 remains on track.	<b>On Track</b>

## 6.5 Communities have the skills, tools and access to technology to engage and participate in a digital life

Major Programs	Progress To Date	Status
<b>Equitable access to technology</b>		
Deliver free access to technology throughout our community facilities and relevant programs to support digital literacy	<p>Free access to technology was delivered through our community facilities and programs to support digital literacy. Highlights include:</p> <ul style="list-style-type: none"> <li>• 77,995 free Wi-Fi sessions via public Wi-Fi across 11 library locations. Free Wi-Fi is also offered in 12 community centres and in education and care services for use by community members and children</li> <li>• 17,206 PC sessions across 10 library locations. Free public access computers are also offered in five community centres and in education and care services for use by community members and children</li> <li>• 260 community centre sessions, 13 library sessions were delivered to improve digital literacy and inclusion in our libraries and community centres</li> <li>• 242 Public access computers and 22 multifunction devices across 20 community facilities providing free access to internet, printing, scanning, photocopying, Microsoft Office and Adobe Creative Suite</li> <li>• Mobile phone charging adapters for loan in 9 library branches</li> </ul>	<b>On Track</b>

## 6.6 There is equitable access to education and learning opportunities

Major Programs	Progress To Date	Status
<b>Capacity building</b>		
Ensure equitable and affordable community access to education programs through our community centres and libraries	<p>A range of equitable and affordable programs were offered to the community through our community centres and libraries to provide education and learning opportunities. Highlights include:</p> <ul style="list-style-type: none"> <li>• 4,922 views of the online Auslan and English Storytime videos</li> <li>• 4,182 attendees at 120 face-to-face early literacy programs (2,065 adults and 2,117 children) including Auslan Storytime</li> <li>• 155 attendees at 14 programs developed and delivered by library staff (bookmaking, song writing, mending, retro games, Christmas Crafts)</li> <li>• 23 library outreach events attended with 605 attendees</li> <li>• 89 attendances by local young Aboriginal and Torres Strait Islander People in the Aboriginal Artefacts (Clapsticks) program at Redfern Community Centre</li> <li>• 66 events were delivered, both online and face to face, to 872 participants across cultural venues including Pine Street Creative Arts Centre, Makerspace and Libraries</li> <li>• Two online book club meetings with eight attendees</li> <li>• Three face-to-face book club meetings with 16 attendees</li> </ul>	<b>On Track</b>
Provide education and care services and facilities across the local area, including preschool, long day care, occasional care and out-of-school hours services	<p>The City's education and care services have supported 624 children to access services including long day care, occasional care, pre-school and outside school hours care. Highlights include:</p> <ul style="list-style-type: none"> <li>• 14,023 sessions of care across ten services with 6,600 (47%) at a discounted rate or free</li> <li>• a range of educational and recreational programs, including excursions to the Botanical Gardens, local aquatic centres, cinemas, Calmsley Hill Farm and Sydney Zoo.</li> <li>• inclusion of vulnerable families through continued partnerships between families and support agencies</li> <li>• end of year events, including a community BBQ at Redfern Community Centre in collaboration with Redfern Youth Connect</li> <li>• temporary relocation of Surry Hills After School Care to East Sydney Creative Arts Centre and Pyrmont Outside School Hours Care to Ultimo Community Centre to enable required facility upgrades to be undertaken</li> </ul>	<b>On Track</b>

## Capacity building

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 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.	891	853	-	579	45	-	-	624	This represents a 1% decrease compared with the same year to date figure last year (631). There were fewer enrolments in Q2, which is usual for this period. Higher enrolments are taken in Q1 and Q3 of each year. While the enrolments are slightly lower, the sessions of care booked are higher for this period.	Indicator Only
Approved early education and care places (long day care, occasional care and preschool) in the City	No.	7,318	7,427	-	-	-	-	-	-	Reported annually in June	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.	64,472	53,766	-	14,991	14,023	-	-	29,014	This represents a 13.5% increase compared with the same year to date figure last year (25,551)	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	%	-	44.31	-	44	47	-	-	47	This represents a 3% increase compared with the previous reporting period	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.	27,479	22,833	-	6,600	6,558	-	-	13,158	This represents a 26.8% increase compared with the same year to date figure last year (10,376)	Indicator Only

## 6.7 A sustainable and equitable food system that increases access to nutritious and affordable food

Major Programs	Progress To Date	Status
<b>Research, collaborate and investigate</b>		
Coordinate research and strategic work on local food security and urban food systems to establish priorities, roles and pathways to guide future policy, advocacy and resource allocation	City staff presented at the first Sydney Urban Agriculture Forum co-hosted by the City of Sydney and Sustain: the urban food network. Alex Greenwich, Member for Sydney, presented on the outcomes of the recent NSW inquiry into food security and equitable access. The City continues to participate in the Milan Urban Food Policy Pact and will begin to develop a sustainable food systems policy and action plan in 2023.	<b>On Track</b>

## Improve food security

Enable community responses to improve food security through grants, partnerships, and collaborations

In the first half of the year, seven food relief related grants were approved by Council for a year to date total of \$132,181 in cash and value-in-kind. These projects were awarded through the City's Community services, Matching and Quick response grant programs. these included support for the First Nations Response to provide Aboriginal and Torres Strait Islander residents with access to food in a culturally appropriate and dignified manner and meet specific needs of the community via twice weekly food pop-ups and emergency food voucher program. During this period 38,489kgs of produce and \$10,000 in emergency food vouchers was distributed. First Nations Response hosted a Christmas food relief pop-up at Redfern Community Centre on 20 December supporting 400 families with food hampers and children's toys.

**On Track**

## Improve food security

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Meals provided through the City's Meals on Wheels service	No.	45,375	48,086	-	10,314	10,294	-	-	20,608	This period has seen a decrease of 17% compared with the same period last year (12,522). The service has started seeing a gradual decline in service user uptake since the end of Q4 2021/22.	Indicator Only

## SD07 Resilient and diverse communities

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations. We work with communities, businesses, and other organisations to strengthen connections and networks, to prepare the city and be able to recover from most situations

### 7.1 Communities are connected and socially cohesive

#### Major Programs

#### Progress To Date

#### Status

#### Strengthen social cohesion

Foster cross-cultural awareness, tolerance, and connections among people from diverse cultural backgrounds including through services, programs, events and targeted initiatives

Services, programs, events and targeted activities were offered across the City to foster cross-cultural awareness, tolerance and connections among people from diverse backgrounds. Highlights include:

- 1,477 people attended end of year celebrations and open days in Community Centres
- 419 attendances at 4 events through the International Student Leadership Ambassador Program to support international students to build community connections
- 225 attendances at the Australian South Sea Islander National Recognition Day at Redfern Community Centre to celebrate and raise awareness of the culture, history and experiences of Australian South Sea Islanders
- 112 attendances at the fortnightly Aboriginal Art and Culture gathering, facilitated by an Aboriginal Artist, at Redfern Community Centre to support the community to explore art and learn about Aboriginal culture
- 27 attendances at a Spring Connection Lunch at Cliff Noble Community Centre, including Ukrainian students at the neighbouring Intensive English Centre sharing their culture through music and dance
- 11 panellists attended the inaugural meeting of the City's Multicultural Advisory Panel

**On Track**

#### Collaborate to address loneliness and social isolation

Support sectors of the community who are at risk of loneliness and isolation, including older people, people who identify as LGBTIQ+, new migrants and international students

A wide range of low and no cost programs and activities were offered through our community centres to support community members at risk of loneliness and isolation. Highlights include:

- 25 attendances at Juanita Nielsen Community Centre's RUOK day event to support people to build skills, confidence and social networks
- 37 attendances at a Roller Derby demonstration for Wear it Purple Day to foster supportive, safe, empowering and inclusive environments for rainbow young people and their allies
- 80 attendances at Ron Williams Community Centre's fortnightly partnership program with the Chinese Australian Services Society to support older Chinese residents to navigate government services
- 20 attendances at Cliff Noble Community Centre intergenerational story time program connecting seniors with pre-schoolers.
- 37 attendances at a series of 3 inclusivity training workshops in partnership with Twenty10 to build confidence in working with people of diverse genders, sexualities and/or intersex status
- 125 attendances to mark Transgender Day of Remembrance
- 28 international student volunteers supported the delivery of international student events.

**On Track**

## 7.2 Everyone has equitable and affordable access to community and cultural facilities and programs, supporting social connection and wellbeing

Major Programs	Progress To Date	Status
<b>Equity and affordability</b>		
Support a diverse, inclusive and accessible range of community programs and projects through community facilities	<p>A range of programs were offered to ensure community social inclusion, connection and participation. A total of 87 programs were offered, with 126,867 attendances.</p> <p>Highlights:</p> <ul style="list-style-type: none"> <li>• 59,137 attendances at targeted initiatives to improve community health and wellbeing</li> <li>• 64 programs to increase inclusion and diversity</li> <li>• 25 programs offered with specific considerations to support the participation of people with disability</li> <li>• 14 programs to improve digital literacy and inclusion</li> <li>• 2 information sessions attended by 90 attendees were hosted at community centres to support Chinese and Aboriginal Community Members to understand and learn how to access NSW Government rebates and vouchers.</li> </ul>	<b>On Track</b>
Deliver social programs that are inclusive, accessible and affordable for all	<p>A total of 87 programs were offered to promote social inclusion, connection and participation, with 126,867 attendances across community centres and community-based programs.</p> <p>Highlights:</p> <ul style="list-style-type: none"> <li>• 10 regular electronic newsletters are now established for community centres, youth and school holiday programs, and Green Square residents (5,687 subscribers) to provide information about local programs, events and services</li> <li>• 376 attendances at the Youth in the City School Holiday Program, with 31 participants receiving a fee waiver to support participation in the program</li> <li>• 11 free community events in community centres to increase cultural awareness and/or support culturally significant days.</li> </ul>	<b>On Track</b>
<b>Accessibility and inclusiveness</b>		
Manage the property portfolio to ensure that planned upgrades to community facilities make spaces more inclusive to all and optimise community needs	The City has an ongoing funding program for the renewal and upgrade of the community facility portfolio to make spaces more inclusive to all and optimise community needs . Planning for FY24 renewal and upgrade works is now underway.	<b>On Track</b>
<b>Support social connection and wellbeing</b>		
Collect, analyse and report data within the Community Indicators framework to identify wellbeing trends and to inform priority programs and services	There have been no specific updates to the Community Wellbeing Indicators (CWI) in the past six months. The 2021 Census results have been uploaded to the City's Census website. Census, Wellbeing Survey and Floor Space and Employment survey data will be updated in the next twelve months.	<b>On Track</b>

Equity and affordability											
Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Percentage of bookings of City Spaces facilities and venues at community rates	%	-	49	-	53	55	-	-	55	Bookings at community rates have increased by 7% since the same period last year. This does not include self-help groups who receive a further 50% discount on the community rate. Bookings for Library venues are included in this data from Q1 2022/23.	Indicator Only
Overall attendance at City Spaces	No.	66,949	125,212	-	66,941	59,926	-	-	126,867	Overall there has been a 157% increase in attendance compared to the same period last year (23,276) however attendance has decreased 10.5% since the last quarter (66,941). This is due to capital works project delivery at Pyrmont, Ultimo and Redfern Community Centres resulting in reduced service capacity and the impacts of severe weather resulting in cancelled sports competitions at King George V Recreation Centre.	Indicator Only

**7.3 Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses and emergency situations**

Major Projects	Completion Date	% Complete	Progress To Date	Status
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**Resilience and climate risk management planning**

Develop the City of Sydney area Resilience Plan	2022	65	Draft strategy and actions have been developed with internal engagement and workshops. Next stage is external engagements to finalise the strategy.	On Track
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Major Programs	Progress To Date	Status
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**Resilience and climate risk management planning**

Partner with regional governments, business and the community to facilitate delivery of the Resilient Sydney Strategy for the greater Sydney region	Regular and ongoing significant storms, rainfall and flooding have marked the wettest year on record for 2022 since records began in Greater Sydney. Councils across Sydney have experienced widespread riverine and urban flooding impacting councils, properties and livelihoods. Local governments have continued to incur significant and ongoing damage to assets and infrastructure. Resilient Sydney Ambassadors from Sydney councils met with all the local State Emergency Service Units in October to discuss improving local community preparedness and planning for floods and storms. Establishing good networks between the SES and councils will enable more effective engagement with residents and businesses before, during and after major events. The Resilient Sydney team supported 30 councils of Sydney to participate in the Australian Red Cross campaign to promote Emergency Ready Week 2022 increased promotion of the actions communities can take to prepare for emergencies and Get Prepared. The implementation of the Resilient Sydney strategy continues through network and project actions.	On Track
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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 Local Environment Plan (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.	<b>On Track</b>
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### Support communities to build capacity and capability for resilience

Work with the community, emergency services and relevant agencies to build capacity and resilience to prevent, prepare, respond and recover from emergencies	The City continues to coordinate the activities of the Local Emergency Management Committee (LEMC), including the recovery to Covid-19. This includes regular reporting on recovery, emerging issues, and the recommencement of LEMC projects that were suspended due to Covid-19 response activities.	<b>On Track</b>
Support communities beyond our local area and international communities experiencing emergency situations	In the first half of the year, two donations were approved by Council for a year to date total of \$100,000. These donations were made to Oxfam Australia and UNICEF Australia to support the flood relief in Pakistan. A further cash sponsorship of \$50,000 was provided to the Ukrainian Council of NSW Inc to support their Ukraine Crisis Appeal event.	<b>On Track</b>

## 7.4 The city economy is diversified to strengthen its resilience

Major Programs	Progress To Date	Status
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### Economic diversity

Invest in projects delivered through alternative business models that support equitable and inclusive recovery	The City is developing a process to capture our investment in projects that are delivered by organisations with alternative business models (e.g. social enterprise, B-Corps and Co-ops). The City is currently funding grant programs with Digital Storytellers, a certified B Corp and Social Traders certified, and SECNA, the peak body for social enterprise in NSW and ACT, Trading Blak, a collective for First Nations businesses; and First Innovators, an Indigenous owned organisation.	<b>On Track</b>
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### Economic resilience

Contribute to metropolitan and state-wide strategic economic planning	<p>The City continues to collect feedback from the community on its draft Economic Strategy Discussion Paper. Comments received will inform the City's new economic development strategy that will set out a 3-5 year vision for a more resilient economy. The City also continues to participate in the three-year Western Harbour Precinct Business Improvement District trial, now operating as the New Sydney Waterfront Company.</p> <p>The City made a submission to Greater Cities Commission on the Six Cities Region discussion paper, advocating for economic integration, job creation, and other economic development opportunities.</p> <p>The City is invited to sit on the Study NSW International Student Experience Consultation Committee. Its purpose is to harness collaboration to support the international student experience to grow the sector back sustainably and provide recommendations to the Study NSW International Education Advisory Board.</p> <p>The City is the founding member of the NSW Night Time Economy Councils' Committee which comprises 14 of the largest councils in NSW that meet monthly to share information, build capabilities and influence NSW Government policy through advocacy.</p> <p>The City was appointed for a second term to the NSW Government's 24-Hour Economy Advisory Group comprising 31 industry representatives, 7 Councils and Local Government NSW. The group provides opportunities for networking and collaboration and has been successful in assisting business to bounce back from the pandemic, bring a vibrant nightlife back to the city, increase the diversity of night-time activities and promote Sydney as a global 24-hour economy.</p> <p>The City is the Chair of the Council of Capital City Lord Mayors National Economic Development group concerned with monitoring and sharing information on economic recovery. The group has oversight of two research reports including the annual Australian Night Time Economy report which highlights the impacts of Covid-19 in 2020/21 and the City Pulse Quarterly Report which provides a snapshot of changes in key indicators and comparisons across capital cities.</p>	<b>On Track</b>
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## 7.5 People feel safe in the city

Major Programs	Progress To Date	Status
<b>Collaboration</b>		
Provide community safety information and effective emergency contact services for the community	The City supports and assists the community with emergency and safety information through its contact channels of 24x7 call centre, email, digital, face-to face and corporate website. For the period July 2022 to December 2022, staff responded to 247,999 contacts.	<b>On Track</b>
Deliver programs that support community safety	<p>The City supported Domestic Violence NSW and Wirringa Baiya Aboriginal Women's Legal Service to deliver a coercive control forum at Customs House, attended by over 140 domestic and family violence specialists, legal professionals and policy makers to discuss legislative considerations to improve safety for victim-survivors of domestic and family violence.</p> <p>The City hosted the Inner City Domestic and Family Violence Forum with Domestic Violence NSW, NSW Police, Wirringa Baiya Aboriginal Women's Legal Service and Women's Legal Service NSW attended by over 60 professionals to champion change for safer communities.</p> <p>As part of the United Nation's International day for the elimination of violence against women, the City supported the NSW Vigil Collective to host a vigil at Customs House forecourt to acknowledge the lives of women and children lost due to domestic and family violence in 2022. Over 100 people attended, marking the start of the 16 Days of activism which included the following City initiatives:</p> <ul style="list-style-type: none"> <li>• Domestic Violence Prevention and Ally Workshops in partnership with the Women and Girls Emergency Centre (gender-based violence prevention and support);</li> <li>• Respectful Workplaces workshop for businesses in partnership with Full Stop Australia (prevention and response to workplace sexual harassment)</li> <li>• eSafety Sessions for Women and LGBTIQ+ Community in partnership with eSafety and ACON (to improve resilience and confidence when interacting online)</li> </ul>	<b>On Track</b>
Work with police and other organisations to deter, detect, delay, and respond to incidents in the public domain	<p>The City is participating in a number of precinct security working groups to improve communication, services, and responses to incidents in public places.</p> <p>By end Q2, we had received 674 applications for CCTV footage, with 475 items of footage released to support police in investigating and prosecuting offences.</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>	<b>On Track</b>
<b>Embed the NSW Child Safe Standards</b>		
Develop and implement strategies to embed the NSW Child Safe Standards across our organisation	The City's Child Safety Policy was reviewed to align to the NSW Child Safe Standards in line with the requirements of the Child Safe Scheme, which is mandatory for all Councils in NSW. The revised policy was endorsed by Council in September 2022. The City has in place numerous operational Child Safety procedures that give effect to the commitments in the Policy. The NSW Child Safe Standards will be further embedded into practice as related operational procedures are reviewed. The City's new Statement of Commitment to Child Safety and Wellbeing has been published on the City's website.	<b>On Track</b>
<b>Community safety</b>		
Operate patrols to monitor legislative compliance and respond to complaints including but not limited to parking, development consents, companion animals, noise and unlawful trading	City Rangers have spent over 21,000 hours in patrols to monitor legislative compliance and respond to customer complaints, including but not limited to Development Applications, companion animals, noise, litter and unlawful trading.	<b>On Track</b>

## 7.6 Communities are empowered to lead the change they want to see in the city

Major Programs	Progress To Date	Status
<b>Community led solutions</b>		
Research and understand the role of volunteering in delivering social impact within the City	The City undertook a desktop literature review and prepared a summary report with initial findings on the state of volunteering in NSW. This report will inform the next stage of research into the role of volunteering within the City.	<b>On Track</b>
<b>Strong Aboriginal and Torres Strait Islander community-controlled sector</b>		
Provide support through the City's grants and sponsorship program to Aboriginal and Torres Strait Islander led organisations to respond to the needs and aspirations of the community	In the first half of the year, 35 grants were provided to Aboriginal and/or Torres Strait Islander individuals, groups and organisations for a year to date value of \$1,211,427 in cash and value-in-kind. These projects were funded through the City's Aboriginal and Torres Strait collaboration fund, Community services, Culture and creative, Knowledge exchange sponsorships, Innovation and ideas, Festival and events sponsorship, Matching and Quick Response grant programs. This includes support for Gadigal Information Service to deliver the Yabun Festival in 2023, the Indigenous Entrepreneur Network to help Aboriginal and Torres Strait Islander owned businesses to connect, tell their stories, and access new technology, and the Metropolitan Local Aboriginal Land Council to develop new resources addressing Aboriginal community development matters.	<b>On Track</b>
<b>Strengthen young people's civic engagement</b>		
Deliver youth civic engagement programs	Eight young people who participated in the City's 2022 Civics Launchpad program took part in a youth consultation session to consider and discuss youth access, inclusion and safety in relation to late night activity and major events in the city.	<b>On Track</b>

## SD08 A thriving cultural and creative life

We are proud of the city. We are all able to participate in, contribute to and benefit from the city's cultural life

### 8.1 We value our cultural life and champion our creative industries

#### Major Programs

#### Progress To Date

#### Status

#### Public art

Deliver the City Art program including commissioning public art works and maintaining, conserving and communicating the City Art Public Art collection

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 by mid-2023. Originally commissioned for the City Art Temporary Laneway program Katy Plummer's artwork 'We Are All Astonishingly Wise' is being acquired into the City Art Public Art Collection and the 'Barlow Street Forest' by the Dirt Witches is undergoing a redesign to allow the remnant Eastern Suburbs Banksia Scrub to remain as a permanent pocket of green in Barlow Street near the newly pedestrianised George Street in Haymarket.

A series of free public art tours continue to be 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.

In Green Square under the guidance of Curator Amanda Sharrad, the Connecting Project 'Here is Here. And Everywhere' by Tobias Rehberger is currently in detailed design development and Kerrie Poliness's 'Stream' was launched as part of the Drying Green Park in October 2022.

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 to 3 cast iron Canopy fountains and the Archibald Memorial fountain, is almost complete, with major works to Wuganmagulya (Farm Cove) and Chinatown gates currently underway. A heritage study and condition assessment to inform conservation works for Earth Mother have also been completed. The tender for basic maintenance of the collection which includes inspections and cleaning is currently being advertised.

**On Track**

#### Investment in local creation and production

Provide support through our cultural funding and programs 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 local cultural and creative industries

To date, 91 cultural projects were approved by Council contributing to a total of \$2,675,493 in cash and value-in-kind. These projects were awarded through the City's Cultural and creative, Festivals and events sponsorship, Knowledge exchange sponsorships, Innovation and ideas, Aboriginal and Torres Strait Islander collaboration fund, Quick response, Street banner sponsorships, and Venue hire support grant programs. This includes support for a capacity building program to improve the business, strategic planning and marketing outcomes for Sydney based creatives delivered by the Creative Plus Business Group, a month-long series of events activating the Haymarket precinct with public art and free accessible events presented by 4A Centre for Contemporary Asian Art, and a new podcast series from Milk Crate Theatre.

A total of \$1,331,815 in rent foregone was provided to cultural organisations through our Accommodation grant program for long term use of the City's spaces, this includes Big Fag Press at the Jubilee Viaducts in Glebe, First Draft Incorporated in Woolloomooloo and Darlinghurst Theatre Company at the Eternity Playhouse in Darlinghurst.

**On Track**

## Sydney is an innovative, creative and global city

Produce an annual program of events and festivals that showcase local stories internationally, champions local cultural production, actively engages with local communities

Seven Sydney Streets events took place in October and November 2022, celebrating local communities in East Sydney, Glebe, Haymarket, Redfern, Potts Point, Pyrmont and Surry Hills. Local businesses were involved in the creation of the events and activation on the day, and opportunities were provided for local performers and roving entertainers.

**On Track**

The City's Sydney Christmas program ran in November and December and featured local artists and performers through choir programs, roving entertainment and a series of six Christmas concerts.

Sydney New Year's Eve showcased local artists and creative industries to a global audience of more than 400 million people. Local First Nations artists Re-Right Collective developed the 9pm Calling Country fireworks, engaging a composer, visual artists, musicians, dancers and performers, as well as engaging with children from three schools across the Sydney metropolitan area in the development of the show. The midnight show celebrated Sydney Harbour with the work of local projection, lighting and pyrotechnic suppliers, all set to a bespoke soundtrack created by Australian producer Stace Cadet with vocals by local singer KLP.

## Prioritise local culture

Continue to implement the City's history and curatorial programs

There were two events in this period that engaged with the City's history, archival collections and curatorial programs: special focus tours of Sydney Town Hall's clocktower as part of Sydney Open, and an in-person guided tour of the exhibition 'Developing Sydney' at Customs House. Work continues to present the oral history collection online. The Barani website continues to be a major access point for Sydney's Aboriginal history.

**On Track**

## Connect with and engage the community

Deliver an inclusive, welcoming cultural program within relevant City cultural venues

During this period a total of 47 programs were delivered, both online and face-to-face with 621 participants across cultural venues including Pine Street Creative Arts Centre and Libraries. Online Auslan and English Storytime videos attracted 8,580 views. Highlights included a film makers panel event in celebration of International Day of People with Disability, Australian Life 2022 Artist Talks, a special storytime celebrating 50 years of friendship between China and Australia and the return of four-week short courses at Pine Street Creative Arts Centre. Of 490 survey responses across all programming 79.5% of people attending programs reported feeling welcome and included.

**On Track**

## Investment in local creation and production

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	3,268.36	2,514.19	-	2,065.28	610.21	-	-	2,675.49		Indicator Only

## 8.2 Aboriginal and Torres Strait Islander people and their cultural practice are visible and respected

Major Programs	Progress To Date	Status
<b>Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural representation</b>		
As part of the City Art Public Art program, commission a series of public artworks to deliver the Eora Journey: Recognition in the Public Domain program	The City has completed 4 of the 7 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. The most recent being 'bara', Monument for the Eora by artist Judy Watson. Yananurala, curated by Emily McDaniel, is in development in partnership with Place Management NSW and project partners including cultural institutions. Consultation has commenced as part of the Redfern Waterloo public domain planning work, for the second stage of the Redfern Terrace project which sees the corner terrace on Hugo and Caroline Streets transformed into a living museum of life on 'The Block'.	<b>On Track</b>

## 8.3 An increasing number of creative workers live or work in the city

Major Programs	Progress To Date	Status
<b>Encourage investment in new creative employment space</b>		
Investigate innovative partnerships, financing models and revenue streams to support the delivery of new cultural infrastructure at scale	<p>The newly formed Cultural and Creative Advisory Panel held its second meeting in November with discussions around the impacts of the pandemic, the ongoing recovery of the creative sector and City's 2030-2050 target of providing an additional 40,000 sqm of creative space by 2036. The meeting included an overview of the Oxford Street Creative Precinct Planning Controls and how they will be used in precinct planning to unlock creative infrastructure as well as an overview of Creative space technical guidelines developed by ARUP in partnership with the City of Sydney.</p> <p>City staff continued knowledge exchange discussions in partnership with the City of Austin, exploring different models for delivering dedicated, fit-for-purpose affordable cultural space in Sydney.</p>	<b>On Track</b>

### Encourage creative and cultural organisations and operators to live and work in Sydney

Deliver cultural programs and liaise with providers to deliver programs	<p>Joynton Avenue Creative Centre, operated by 107 Projects (107), had an occupancy rate of 100% for the period, supporting 30 creatives across 13 tenancies.</p> <p>Brand X, operator of East Sydney Community and Arts Centre had an occupancy of 68% for the period for their rehearsal space. Brand X opened applications for Ground Zero, a new performing arts residency program for LGBTIQ+ artists who identify as disabled or with a disability. Brand X also held three performances as part of the Flying Nun Program which provides access to rehearsal space, marketing and technical support and for short-run productions to develop and support emerging artists.</p> <p>The City of Sydney Creative Studios operated by Brand X has now been open for 6 months. Casual or short-term rehearsal continues to grow with long term tenant spaces now at 100% occupancy. Brand X's residency program has resulted in a range of artists accessing free use of development space and a mix of benefits including mentoring by industry professionals and access to equipment and support.</p>	<b>On Track</b>
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## Encourage investment in new creative employment space

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Creative organisations in creative spaces supported by the City of Sydney	No.	78	67	-	80	73	-	-	73	The City provided spaces to 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. Several galleries, creative studios and theatres welcomed back their first major exhibitions and annual events that have been on hold since Covid-19 lockdowns began in 2020. However, venues and organisations are still recovering from the economic setbacks from Covid-19 and measuring ongoing impacts and unpredictable levels of activity.	Indicator Only

## 8.4 Sydney's cultural life reflects the diversity of our communities

Major Programs	Progress To Date	Status
<b>Diversity of workers and audiences</b>		
Deliver cultural programs and events that represent the cultural and social diversity of the community	<p>The City has been working on an artistic program for Sydney Lunar Festival, which includes community performance, live art, lanterns and banners developed by local artists. The City has hosted several community forums seeking feedback and ideas on programs for the 2023 Festival.</p> <p>Metropolitan Local Aboriginal Land Council (MLALC) provided Elders for a Welcome to Country projected on Sydney Harbour Bridge pylons and a message stick for Sydney New Year's Eve 2022. MLALC were also engaged to provide local Elders for Welcome to Country ceremonies at all City events.</p> <p>The City engaged local First Nations creative organisation Re-Right Collective to develop the 9pm Calling Country fireworks as part of Sydney New Year's Eve. Re-Right coordinated new artworks, a bespoke soundtrack and a live performance track from established and emerging Indigenous artists.</p> <p>Gadigal Information Service was engaged by the City to present NAIDOC in the City in July, presenting a significant program of visual art, markets, music and cultural workshops across the day.</p> <p>Art &amp; About continues to present a diverse program of events across the City. This included the Australian Life and Little Australian Life photography exhibitions as well as the commissioning of a new mural celebrating the life and contribution of Patyegarang and William Dawes.</p>	<b>On Track</b>

## Diversity in creative workforce and leadership

Provide support to a range of cultural groups that offer opportunities for creative participation and enhance creativity in the public domain

The City has awarded grants to over 80 creative projects this financial year through the City's Festivals and Events Sponsorship, Creative, Innovation and Ideas, Quick Response, Street Banner Sponsorships, and Venue Hire Support grant programs. The projects funded provide a wide range of opportunities for City communities to participate in creative events, workshops, artist talks, live music, dance, professional development for local artists. There has been an increase in the number of grant funded programs inclusive of people with a disability and First Nations artists. Projects include The Red Room Company to activate public spaces with First Nations voices poetry, Indigenous Digital Story Development by the First Innovators and the development of resources and training by the Australian Festivals Association to reduce harm occurring at festivals in the city. Additionally, over \$650,000 in rent foregone was provided to cultural organisations in our Accommodation Grant Program for long term use of the City's spaces, which includes the Museum of Chinese Australian History at 744 George Street and Screen Culture Association at Benledi House in Glebe.

**On Track**

## Diversity in creative workforce and leadership

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Creative personnel supported by City of Sydney programs	No.	6,051	9,024	-	-	7,828	-	-	-	7,828	Creative personnel have been engaged primarily through creative spaces programs, major events, and cultural programs.	Indicator Only

## 8.5 There is an increased supply of accessible creative space

Major Programs	Progress To Date	Status
<b>Stable and affordable creative space</b>		

Develop planning and regulatory reforms to support the provision of cultural infrastructure and activities

The City has finalised a planning reform package for the Oxford Street Cultural and Creative Precinct. The package will incentivise investment in the precinct, generating up to an additional 11,000m<sup>2</sup> of dedicated cultural and creative floorspace. This space can include cinemas, live music spaces, art production spaces, galleries, design studios and creative industry offices.

The NSW government has worked with us to finalise our Open and Creative City package of planning reforms. The City's work has triggered state-wide changes to allow a greater variety of temporary small-scale cultural uses to take place without need for development approval in premises that are currently shops or food and drink premises. The City will work with the NSW government to provide guidance to these changes to operators, and to look for opportunities to extend the approach to business, office, and warehouse premises.

The City continues to work with government and stakeholders to finalise new planning controls for the management of entertainment sound from venues.

**On Track**

## Stable and affordable creative space

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Accommodation concessions given by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	1,626.22	2,874.25	-	653.61	678.2	-	-	-	1,331.82	In the year to date, support was provided through the Accommodation grants program to cultural organisations including the Museum of Chinese Australian History at 744 George Street, Screen Culture Association at Benledi House in Glebe and Radio Eastern Sydney at Paddington Town Hall, Oxford Street.	Indicator Only

## SD09 A transformed and innovative economy

The city maintains its position locally, nationally, and internationally as a destination for business, investment, and talent. Innovation is central to the economy and transformation has occurred across all industries. Wealth and benefits are shared equitably

### 9.1 An expanding innovation economy will support Sydney's future prosperity

#### Major Programs

#### Progress To Date

#### Status

#### Develop and promote the Tech Central Innovation precinct

Work collaboratively with the Camperdown Ultimo Alliance, Greater Cities Commission and other agencies and organisations to position Tech Central as the driver of place-based innovation

The City has been working collaboratively with the Greater Cities Commission and the Tech Central Alliance to develop the Tech Central Prospectus document to promote the area to prospective investors, talent and the local ecosystem. The prospectus was completed and the print version was launched on 16 November 2022. A digital version will be launched in early 2023 and will be available on the Tech Central website. The City is also currently negotiating a sponsorship package with Greater Cities Commission to work on the City's 2023 Visiting Entrepreneur Program, which will focus on activating the Tech Central precinct and promoting key tech sectors, local entrepreneurs and businesses within the Tech Central precinct.

**On Track**

#### A safe and desirable destination

Work collaboratively with relevant organisations to help promote Sydney to potential investors, global companies, entrepreneurs, researchers and talent

The City continues to work closely with Business Events Sydney to support the attraction of domestic and international business events for Sydney for the period 2022 to 2026. During the July-December 2022 period, BESydney secured nine business events. This will bring an estimated 6,310 delegates to the city and deliver over \$25.5 million estimated direct expenditure to our local economy. They are also currently working on securing an additional five future business events for Sydney, to which City of Sydney funding is allocated.

**On Track**

Through the Knowledge Exchange Grants program, the City supports the 'Sydney Landing Pad Program', the first program of its kind in NSW to support the expansion of international tech companies into NSW, delivered in partnership with Haymarket HQ. The current program is underway, supporting 14 new international companies with a combined valuation of \$60 million to establish themselves in Sydney. The program includes coworking space, online education modules, workshops and sector-specific expert mentoring sessions. The City is also collaborating with Investment NSW, Tech Central and Tech Central Alliance to develop a promotional prospectus to promote Tech Central precinct and Sydney as Australia's innovation centre nationally and internationally.

#### Support local businesses – technology and innovation

Deliver and support free capacity building programs for businesses and tech startups that encourage innovation, diversification, and adoption of new technologies across emerging and priority sectors

The City published the 2022 Business Needs Survey Report in December, produced by economic consultant BIS Oxford Economics based on 550 survey responses. The report identifies emerging trends, challenges and opportunities for our local business sector as we continue to recover from the pandemic. Three new Innovation and Ideas grants to build the capacity of the local tech and small business ecosystem were approved by Council in November, including Business of Culture Incubator, an intensive incubator program for five local creative and arts entrepreneurs to bring their developed creative ideas to the market as scalable business models; Artselerate Program, a creative business accelerator to upskill up to 40 creative industry professionals; and the Indigenous Digital Storytelling program to support Indigenous businesses to tell their stories, connect, and build stronger businesses. Six funded programs for Chambers of Commerce and Industry Associations continue to be delivered in this quarter for activities including networking events, capacity building programs, destination marketing, support for women in business and more.

**On Track**



## Support creative industries

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

During the report period the City collated a regular digest email of support information, funding and collaborative opportunities relating to the sector, which was distributed regularly to cultural tenants and cultural grant recipients. The Creative Leadership Program is a capacity building program delivered for cultural tenants and grant recipients. Two sessions were delivered in this period, including a session on environmental sustainability and diversity, equity and inclusion. A creative catch-ups session was delivered at the City of Sydney Creative Studios in September 2022 to support networking, collaboration and sector resilience. The event was attended by cultural tenants in the Accommodation Grants, Short Term Empty Property and Creative Live/Work Space programs. Planning is now underway for the 2023 Creative Leadership Program, to support skills development in grant writing and application – with a focus on First Nations cultural awareness, accessibility, sustainability and diversity, equity and inclusion.

**On Track**

## Support local businesses – technology and innovation

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Economic grants approved by the City of Sydney	\$ '000	6,161.93	5,208.19	-	744.1	55	-	-	799.1	In the first half of the year, 33 economic grants were approved by Council. These grants were awarded through the City's Business support and Festival and Events sponsorship grant programs. This includes support for projects such as Mary's Underground for the Au Natural Festival at the Entertainment Quarter and the Sydney Comedy Festival for the Happy Hour showcase at the Metro Theatre.	Indicator Only

## 9.2 The transition to a zero-carbon economy offers new economic opportunities

Major Programs	Progress To Date	Status
<b>Innovation and commercialisation of research</b>		
Work closely with the City's Business Innovation Space, Circular Quay operator to provide affordable workspace, capacity building programming, and access to funding for green and climate tech startups	Work is ongoing to finalise the construction and fitout of the City's Business Innovation Space, 3 levels of commercial space within the Salesforce Tower on 180 George Street at Circular Quay. The space will be operated by local venture capital firm Investible under the City's accommodation grant program. The space will be launched as "Greenhouse" and will provide 3,800 sqm of affordable space, support and programming for climate tech startups and scale-ups ready to expand into global markets.	<b>On Track</b>
<b>Promote and support development of key green sectors</b>		
Explore opportunities to position Sydney as a regional hub for sustainable finance, in collaboration with the NSW Government, Australian Sustainable Finance Initiative, and other key stakeholders	Representatives from the City participated in the Australian Sustainable Finance Summit organised by the Australian Sustainable Finance Institute (ASFI) in October. The vision of making Sydney a regional hub for sustainable finance was discussed with many key stakeholders attending the summit. The City's Economic Strategy Discussion Paper, includes a key strategic direction to "transition to a green and circular economy" and feedback is currently being sought from the ASFI.	<b>On Track</b>

### 9.3 An inclusive city economy provides opportunities for everyone to participate and share in its prosperity

Major Programs	Progress To Date	Status
<b>Collect, analyse and share data</b>		
Provide demographic and economic development information to enable enhanced community decision making	The first and second releases of the 2021 Census results and the revised Estimated Resident Population from the Australian Bureau of Statistics have been added to the City's Community Profile website. The 2022 Housing Audit and Residential monitor have been uploaded to the website to inform the community.	<b>On Track</b>

### 9.4 Creativity and great experiences fuel the vitality of the city

Major Programs	Progress To Date	Status
<b>Activation of places and precincts</b>		
Activate local precincts through fostering collaboration within the business community and investment in year-round creative programming	<p>Throughout October &amp; November, the City delivered seven events as part of the Sydney Streets Program, transforming our high streets into spaces for walking, shopping and dining. A total of 70 businesses extended onto the road with activations such as outdoor dining, retail stalls and performances. Post event survey respondents reported an average of 38% increase in their turnover (compared to a regular Saturday) and 99% said they'd like more events like this in the future. The City employed 283 artists as part of the roving entertainment at these events.</p> <p>Since its launch in November 2020, the City has supported over 500 businesses to access more than 6,000 square metres of space for outdoor dining as part of the alfresco dining program. In November, Council approved an extension of outdoor dining fee waivers to June 2025. Total fees waived since commencement of the program is valued at more than \$6,000,000.</p> <p>Four activations were delivered as part of the Precinct Activation Grant Program including: 'Walsh Bay Open Day' (40 free events in one day programmed by 8 arts companies) with over 3,500 visitors; 'Neon Playground', a 6-week program in Haymarket with 36 participating artists and performers and 19 activations at local businesses; 'Hollywood Quarter festival' which featured a series of activations and events by 15 local businesses; and 'The Heart of Surry Hills', a month long festival in November with 42 hospitality venues creating bespoke dining and beverage experiences.</p>	<b>On Track</b>

### Streamlined regulation and compliance

Design and deliver a Business Concierge service to assist small businesses in navigating Council processes to enable place activation	The Business Concierge team supported the Grants program assisting applicants with their enquiries, and the Sydney Streets and Christmas in the City programs visiting, phoning and emailing businesses in Glebe, Pyrmont, Surry Hills, Haymarket, East Sydney, Redfern & Potts Point.	<b>On Track</b>
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## Support the visitor economy

Continue to invest in, support and promote major festivals and events that attract local and global audiences which contribute to Sydney's vibrancy

Sydney Fringe returned for its first physical festival since 2019. The festival ran for six weeks from mid-August presenting over 500 events and 2500 artists. Over 76,000 people attended the festival, an increase of 10% on expected audiences.

Other smaller festivals presented this year welcomed international and interstate guest performers and speakers back into their post pandemic programs and in doing so extended their audience reach attracting more people from outside of the Sydney metropolitan area. Sydney Craft Week attracted over 69,000 people to Sydney, with over 2,700 interstate or international visitors, whilst the Sydney Contemporary achieved record attendance of 28,912 visitors, with 55% having not attended before. It is reported an estimate over \$23 million in art sales was achieved during Sydney Contemporary, with follow on sales still occurring.

**On Track**

Collaborate with relevant visitor economy peak bodies and agencies to rebuild and promote the visitor economy, with particular focus on Sydney experiences, tourism and international education

The City continues to work closely with the Tourism sector, Destination NSW and Place Management NSW to deliver visitor services in Sydney. The City's Roaming Ambassador and Cruise Meet & Greet Ambassador programs both recommenced on 22 September 2022. For the period September to December 2022, the Ambassadors assisted 19,560 visitors and greeted 14 international cruise ships. Wayfinding and distribution of maps are some of the key requests for assistance.

The City is reviewing the Visitor Information Centre offering at Customs House to address issues of limited signage, location and access of service areas. Peak tourism bodies are keen to work closely with the City to ensure all concierge and visitor services teams are briefed on all new events and attractions. The City is looking at hosting future concierge industry briefings on a quarterly basis.

Destination NSW launched their Summer in Sydney campaign highlighting all of the events, shopping, dining and attractions happening over the summer holiday period including the launch of Christmas in the City and New Year's Eve celebrations.

The City continues to work closely with the international education sector to build the visitor economy. The City has a memorandum of understanding with the University of Sydney and the University of Technology, Sydney and regularly meets with the universities to share knowledge and discuss areas of mutual collaboration.

Study NSW invited the City to participate on the new Study NSW Student Experience Consultation Committee. Its purpose is to harness collaboration to support the international student experience as critical to grow the sector back sustainably and provide recommendations to the Study NSW International Education Advisory Board.

**On Track**

Develop and deliver tourist information programs to meet visitor requirements

We are now using the QMS Community Screens to deliver select geo-targeted information. Information about Visitor Ambassadors has featured on the screens in the vicinity of Circular Quay during the full cruise season.

A discovery project to investigate activating interactive elements of the screens for wayfinding and visitor services has progressed to a prototype, which has been tested with visitor ambassadors and international students. This work will continue with the view to launch a minimum viable product in 2023.

Customs House is being promoted as a Visitor Information destination, with new information flags installed on the flagpoles in the courtyard.

A paid campaign to encourage new applications for visitor ambassadors was run on social media including Instagram. New photography of the current ambassadors was taken at Circular Quay.

The visitor information page on the City's corporate website ([city.sydney/visitor](http://city.sydney/visitor)) has been refreshed to improve user experience.

We continue to build on the successful CBD revitalisation campaign, using What's On as a year-round destination for event information.

**On Track**

Collaborate with the NSW Government and event organisers of Sydney WorldPride to deliver a world-class global event that celebrates the culture and raises awareness of the human rights issues of the LGBTIQ+ community

The City's is working closely with Sydney WorldPride, Sydney Gay and Lesbian Mardi Gras and NSW Government agencies to deliver a world class event in February and March 2023. The City has allocated more than \$2 million in funding towards Sydney WorldPride including \$262,299 to Sydney Gay & Lesbian Mardi Gras which will mark the return of the Mardi Gras parade to Oxford Street. Funding will also go towards the beautification of Oxford Street with activations in vacant shops, vibrant shop fronts, pride themed living colour floral displays and banners down Oxford Street, lighting of the Taylor Square fountain, a refreshed rainbow crossing and increased street cleaning services. An artwork by Amy Blue, a local artist engaged by the City, adorns Oxford Street construction sites celebrating Oxford Street's LGBTIQ+ communities past and present.

**On Track**

The City is also working closely with the event organisers to enable up to 40 retail businesses to activate on-street within the Pride Villages of Crown, Riley and Oxford Streets. A Sydney Streets event in Kings Cross on 19 February and a temporary plaque in Taylor Square will commemorate the 1978 protest that signifies the start of the Sydney Gay and Lesbian Mardi Gras movement.

Implement projects and programs to support the recovery of the international education sector impacted by Covid-19

The latest release of data shows 165,564 international students are now enrolled to study in NSW. While 135,359 international students are studying in NSW, approximately 18% or 30,205 international students remain overseas. The largest cohort remaining overseas are Chinese nationals with 32% still offshore. The total arrivals of international students into Australia in the year-to-date July 2022 was 252,100 international students, which is 41% of the pre-Covid arrivals. Arrivals from China were 20% of what they were in 2019. On 18 October 2022 the City hosted a combined Lord Mayor's Welcome and an international student ambassador graduation ceremony at Sydney Town Hall to welcome and orientate nearly returning students and thank the City's student leaders and ambassadors.

**On Track**

### Support the visitor economy

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Bids for business events submitted	No.	6	18	-	-	11	-	-	11	Business Events Sydney submitted a total of 11 bids between July and December 2022 - six between July and September, and five additional bids between September and December.	Indicator Only
Events secured	No.	6	11	-	-	9	-	-	9		Indicator Only
Economic impact of events secured	\$M	25	53.8	-	-	25.5	-	-	25.5		Indicator Only
Delegate numbers of events secured	No.	6,300	22,900	-	-	6,310	-	-	6,310		Indicator Only
Delegate days of events secured	No.	25,950	72,200	-	-	26,690	-	-	26,690		Indicator Only

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 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	425.3	584.99	-	569.86	105.39	-	-	-	675.25	In the first half of the year, 12 significant Economic grants were approved by Council. These projects were awarded through the City's Commercial creative and business events sponsorships, Knowledge exchange sponsorships and Innovation and ideas grant programs. This includes support for the Indigenous Entrepreneur Network to assist Aboriginal and Torres Strait Islander owned businesses to connect, tell their stories, and access new technology, and for Purity Design to undertake a research and feasibility study for a social impact fintech that aims to direct transaction fees into money for 'giving'.	Indicator Only
Grants approved by the City of Sydney for major events	\$ '000	5,664.43	5,706.36	-	352.59	695	-	-	-	1,047.59	In the year to date the City supported five major events, including the City2Surf, Sydney Fringe Festival, Vogue American Express Fashion Night Out, SXSW Sydney and a community event for the Sydney Opera House's 50th Anniversary.	Indicator Only
Domestic visitor overnight trips	No.	2,794,791	3,228,093	-	-	0	-	-	-	-	Data for this period is not available at the time of publication. Data for previous report period is now available and has been included	Indicator Only
International visitor average number of nights	No.	3.65	6.6	-	-	0	-	-	-	-	Data for this period is not available at the time of publication. Data for previous report period is now available and has been included	Indicator Only
International overnight visitors	No.	10,703	128,712	-	-	0	-	-	-	-	Data for this period is not available at the time of publication. Data for previous report period is now available and has been included	Indicator Only
International students studying in the City of Sydney LGA	No.	129,939	156,767	-	-	-	-	-	-	-	Reported annually in June	Indicator Only

## 9.5 Unique local neighbourhoods and the global city centre support thriving economic activity

Major Programs	Progress To Date	Status
<b>Promote economic activity and local neighbourhood identity</b>		
Support the development and implementation of the Oxford Street LGBTIQ+ Place Strategy	<p>Through a series of facilitated workshops with community groups and businesses, the City has completed the first draft of a LGBTIQ+ Business Charter for the Oxford Street precinct. The charter supports businesses to adopt practices that are inclusive of diverse LGBTIQ+ communities and to work together to celebrate the LGBTIQ+ history and character of the precinct. A community reference group has been established to oversee the implementation of the charter in 2023.</p> <p>The City has commissioned an artwork to be displayed on the hoardings cladding construction sites on the northern side of Oxford Street from Riley Street to Taylor Square. The artwork is by local artist Amy Blue and features a “Gay-B-C” of Oxford Street, an illustrated history of LGBTIQ+ people and places from Oxford Street’s past and present. A DA has been submitted for a Pride-themed mural to be installed on the façade of the Burdekin Hotel on the corner of Oxford and Liverpool Streets.</p> <p>Plans are in place for a refreshed rainbow crossing and rainbow lighting of the fountain at Taylor Square.</p>	<b>On Track</b>
<b>Economic diversity</b>		
Continue to implement the Eora Journey Economic Development Plan by facilitating access to appropriate space, skills development programs and employment opportunities in the city centre for Aboriginal and Torres Strait Islander business	<p>During the report period, the City has received a range of grant applications from organisations identifying as Aboriginal and Torres Strait Islander including social enterprises and not-for-profit organisations.</p> <p>The Indigenous Entrepreneur Network, First Innovators, an Indigenous led not-for-profit organisation, will run an Indigenous Digital Story Program to support Indigenous businesses to connect, tell their stories, and access technology to build stronger, more resilient, and well-connected businesses. Blak Table Talk is a social enterprise start-up who will run a pilot program for a web series featuring 3 diverse First Nations women raised in the City of Sydney.</p> <p>Various organisations also accessed the City’s new Aboriginal and Torres Strait Islander Collaboration Fund including the Metropolitan Local Aboriginal Land Council to build the capacity of local Aboriginal and/or Torres Strait Islander owned and/or led organisations and businesses through a dedicated resource.</p>	<b>On Track</b>
Develop and promote vibrant, safe and sustainable 24-hour precincts that offer a diverse range of leisure and entertainment options, inviting public spaces and connected transport options in collaboration with NSW Government 24-Hour Economy Office	<p>The City has been working with NSW Government 24-Hour Economy Office on the Uptown district accelerator program and the Purple Flag Accreditation Scheme aimed at developing and promoting vibrant, safe and sustainable 24 hour precincts.</p> <p>A total of 24 micro-precincts within the City of Sydney local government area participated in the 6-week Uptown district accelerator program designed to fast-track the formation and capacity building of local business communities. Each participating micro precinct will be eligible to apply for NSW Government grant funding to support marketing and delivery of their plans. The City will continue to support local business communities through the City’s business support and grant programs.</p> <p>The YCK (York, Clarence, Kent) Laneways precinct within the City of Sydney is the first area to be assessed under the NSW Government’s Purple Flag Scheme. Licensed by NSW Government, the UK accreditation scheme is designed to encourage and promote excellence in nightlife precinct management. The City is a member of the working group supporting preparation of the YCK Laneways precinct application to become the first area to be accredited under the scheme in early 2023.</p>	<b>On Track</b>

# SD10 Housing for all

This is a city where everyone has a home. Social, affordable, and supported housing is available for those who need it. High-quality housing is available for everyone

## 10.1 People sleeping rough or at risk of experiencing homelessness have access to adequate accommodation, services, and support to meet their needs

Major Programs	Progress To Date	Status
<b>Collaboration and advocacy</b>		
<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. Highlights include:</p> <ul style="list-style-type: none"> <li>• Chairing the Aboriginal Case Coordination Group, Homeless Assertive Outreach Response Team (HART) and Non-Resident Case Coordination Groups</li> <li>• member of the Non-Resident Advocacy and Strategy group, with Health and sector partners and people with lived experience</li> <li>• attended and coordinated Local Government workshop at the Australian Alliance to End Homelessness (AAEH)</li> <li>• coordinated and chaired the first Local Government homelessness communities of practice</li> <li>• monthly place making meetings with mobile voluntary services to ensure compliance with the City's Guidelines</li> <li>• Established the Mob Space at the Mary McDonald Centre with Inari Housing Inc and other partners to provide support to First Nations People experiencing or at risk of homelessness</li> <li>• 112 outcomes at the Woolloomooloo Integrated Support Hub (WISH) for people experiencing or at risk of homelessness</li> <li>• developing Boarding House Guidelines with Health and sector partners to help respond to issues in boarding houses in the city</li> </ul>	<b>On Track</b>
<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. The HART has engaged with 3,939 people since March 2019 and 370 people have been housed since March 2017.</p> <ul style="list-style-type: none"> <li>• 49 people assisted to exit homelessness and 37 people prevented from entering homelessness as a result of programs funded by the City</li> <li>• established and chaired inaugural Local Government Communities of practice to improve homelessness delivery across the State.</li> <li>• consulted and worked with State Government, Local Government and key Specialist homelessness services to continue developing a Boarding House Response.</li> </ul>	<b>On Track</b>
<b>Access to safe, secure and sustainable housing</b>		
<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 did not conduct the Street Count in August 2022 due to the ongoing impacts of the pandemic. The summer street count will proceed in February 2023.</p> <p>The City's Public Space Liaison Officers continue to patrol seven days a week, including during periods of heavy and extreme rainfall, and provide 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>	<b>On Track</b>

Collaboration and advocacy											
Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 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.	229	147	-	44	49	-	-	93	This represents a 27.5% increase compared to the same period last year (34). This is influenced by an increase in the number of people housed through Launchpad youth services, with 41 this quarter compared with 27 in the same period last year. General housing outcomes have decreased in Way2home but is a sector wide trend that is currently being reviewed by the Department of Communities and Justice.	Indicator Only
People prevented from becoming homeless through the City supported brokerage program	No.	145	144	-	32	37	-	-	69	This represents a 1% increase compared to the same period last year (35)	Indicator Only
Access to safe, secure and sustainable housing											
Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People sleeping rough in the city area	No.	272	225	-	-	0	-	-	-	No Street Count was conducted in this period. The next count will be February 2023	Indicator Only
10.2 The supply of well maintained, safe, secure and sustainable social housing is increased to support diverse communities											
Major Programs				Progress To Date						Status	
Safe, cohesive and connected neighbourhoods											
Provide and support community capacity building initiatives in social housing neighbourhoods				The City worked with Mission Australia, state and local services to support social housing tenant representatives through chairing the monthly Waterloo Wellbeing and Safety Action Group and participating in 5 local Neighbourhood Advisory Boards. The City supports a tenant-led model for residents to collaborate with government and non-government agencies to improve the lives of people living in areas of high-density social housing.						On Track	



## Collaboration

Work in partnership to enhance the safety, liveability and amenity of social housing communities and properties

The City continues to work in partnership with the Department of Communities and Justice and NSW Land and Housing Corporation, convening a monthly Housing Operations Group to implement collaborative responses to safety and amenity issues. Since July 2022, 50 issues were escalated to the issues log with 29 issues (58%) resolved. In September, the City of Sydney hosted Northcott Pet Day in Ward Park, Surry Hills in partnership with the Surry Hills Neighbourhood Advisory Board, The Cat Protection Society of NSW, RSPCA NSW and Counterpoint Community Services. The event attracted 250 residents and 87 companion animals including 60 dogs, 25 cats and 2 rabbits. The Cat Protection Society of NSW, RSPCA NSW, Sydney University Veterinary Teaching Hospital, Animal Welfare League NSW, and local veterinary hospitals provided free pet health checks and advice to pet owners. Residents and their companion animals also accessed free City of Sydney collars, leashes and gift bags, City of Sydney engraved pet tags, flea and worming treatment, microchipping and desexing bookings. The City works in collaboration with Waterloo social housing residents, NSW Health, NSW Department of Communities and Justice and NSW Land and Housing Corporation and non-government organisations to improve the coordination of human services to the Waterloo social housing community through the Waterloo Human Services Action Plan.

**On Track**

## Support people during urban renewal and development

Support communities to participate in social housing redevelopment projects

The City funds Counterpoint Community Services to provide capacity building and community development for social housing residents through the NSW Government's Waterloo social housing estate redevelopment. This includes stakeholder management, community advocacy, the coordination of monthly Waterloo Redevelopment Group community meetings and resident only meetings. This program continues to support the design and implementation of the Waterloo Human Services Plan. The City has funded Redfern Legal Centre to provide social housing residents impacted by current and future redevelopments in Glebe and across the local area with tenancy support, advocacy and legal services.

**On Track**

## Advocacy

Advocate to ensure that the renewal of the housing estates are well planned and deliver improved social housing outcomes

Planning proposals for the provision of social housing and/or affordable housing have been completed on sites at Elizabeth Street and Cowper Street. The City's planning proposal for Waterloo Estate (South) was approved by Council in February 2021, however the NSW 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's proposed built form was largely incorporated into the NSW Government's proposal. The City continues to advocate for more social housing and affordable housing than what is proposed by the NSW Government and is also working with the NSW Government on the delivery of infrastructure.

**On Track**

### 10.3 An increased supply of affordable housing supports diverse communities and the economy

Major Programs	Progress To Date	Status
<b>Partnerships</b>		
Work with councils across metropolitan Sydney to increase affordable housing supply	<p>The City works in collaboration with other councils, community housing providers and the Department of Planning and Environment (the Department) to encourage the provision of affordable housing elsewhere in Greater Sydney. The Resilient Sydney Diverse and Affordable Housing Steering Committee (Steering Committee) first convened in March 2021 to work together to identify solutions to Sydney's housing affordability crisis. The Steering Group is chaired by the City's Chief Executive Officer. The Steering Committee, on the advice of councils, identified 3 project areas for immediate focus, including:</p> <ul style="list-style-type: none"> <li>• assisting councils in the implementation of affordable housing contribution schemes;</li> <li>• improving the availability of housing related data to assist councils in developing appropriate policy settings; and</li> <li>• fostering partnerships between interested councils and community housing providers for delivery of affordable housing via innovative delivery models. These projects are all underway.</li> </ul>	<b>On Track</b>

#### Planning controls to encourage affordable rental housing

Facilitate affordable housing through the planning system, optimising programs, leveraging site specific opportunities and investigating opportunities for innovative approaches	<p>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. 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 is working with other Councils to also encourage and mentor them in the development of affordable housing levy schemes. In June 2022 Council and Central Sydney Planning Committee (CSPC) approved a planning proposal for public exhibition to increase the contribution requirement in Ultimo/Pymont. The planning proposal was publicly exhibited in October - November 2022 and will be reported back to Council and the CSPC in 2023. About \$7.6M from the City's Employment Lands Affordable Housing Levy has been allocated to Bridge Housing through a tender process with NSW Department of Communities and Justice to deliver affordable housing in Glebe.</p>	<b>On Track</b>
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#### Planning controls to encourage affordable rental housing

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Affordable rental housing units in the city area	No.	-	-	-	-	-	-	-	-	-	Reported annually in June (new report to commence in June 2023)	

### 10.4 Every neighbourhood has a mix of housing accommodating diverse and growing communities

Major Programs	Progress To Date	Status
<b>Facilitate supply of diverse range of housing</b>		
Monitor the balance of residential development to non-residential development in the city including the quantity and type of dwelling types	<p>As at 31 December 2022 there were:</p> <ul style="list-style-type: none"> <li>• 11,879 private residential dwellings approved or under construction in the city</li> <li>• 3,905 non-private residential dwellings approved or under construction in the city</li> <li>• 1,790 private residential dwellings lodged but not yet approved in the city</li> <li>• 829 non-private residential dwellings lodged but not yet approved in the city</li> </ul> <p>In the second quarter of 22/23 there were:</p> <ul style="list-style-type: none"> <li>• 35 private dwellings completed</li> <li>• 15 non-private dwellings completed</li> </ul>	<b>On Track</b>

## Facilitate supply of diverse range of housing

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Grants for Affordable and Diverse Housing Fund and homeless funding approved by the City of Sydney	\$ '000	5,200	1,414.89	-	1,371.86	0	-	-	1,371.86	In the first half of the year, five grants were approved by Council for a year to date total of \$1,371,855 cash. Support was provided through the Affordable and diverse housing fund to extend the role of the Aboriginal Affordable Housing Engagement Coordinator at St George Housing Limited, and the Community services grant program to support four specialist Homelessness Services in the local area.	Indicator Only
New dwellings approved	No.	1,079	2,800	-	139	227	-	-	366		Indicator Only

## 10.5 There is an increased supply of culturally appropriate social and affordable housing for Aboriginal and Torres Strait Islander peoples

Major Programs	Progress To Date	Status
<b>Partner with the Aboriginal and Torres Strait Islander community to deliver improved housing outcomes</b>		
Work with Aboriginal and Torres Strait Islander communities, housing providers, the NSW government and others to provide culturally appropriate affordable and social housing for Aboriginal and Torres Strait Islander peoples	The City initiated a requirement for a minimum amount of social and affordable housing for Aboriginal and Torres Strait Islander households in the Design Guide for Waterloo Estate (South). The guide also requires this housing to be designed so that it is culturally appropriate. The guide will come into effect February 2023. A project to develop culturally appropriate housing guidance has been initiated and discussion to confirm scope are ongoing.	<b>On Track</b>

## 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.

**B-Corp** – B Corporation (also B Lab or B Corp) is a private certification of for-profit companies of their social and environmental performance. Companies are required to seek re-certification every three years to retain B Corporation status.

**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.

**DA** – Development application for land use.

**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.

**ERP** – The estimated residential population is the official measure of Australia's population based on the concept of usual residence, developed by the Australian Bureau of Statistics for use in between each Census.

**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.

**LGBTIQA+** – evolving acronym to signify lesbian, gay, bisexual, transgender, intersex, queer/questioning and asexual people collectively.

**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 (WSUD)** – A design approach which integrates the urban water cycle into urban design to reduce environmental degradation and improve aesthetic appeal.