

Attachment C

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

City of Sydney – Operational Plan – Quarter 4 Report 2022/23

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The City has taken all reasonable care to provide information which is accurate at the time of publication. This may later be revised where data are adjusted or newer information is made available. Where we revise data, this will be noted in the commentary.

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
Governance, risk and audit frameworks		
Implement systems and practices to embed a strong risk management and corporate compliance culture at the City	Executive risks continue to be reviewed and updated on a quarterly basis. Updates to the divisional level risks are being finalised and updates to business unit level risks are ongoing. The City's updated Risk Management Framework has now been endorsed and approved by the Executive and CEO. New risk management face to face training and eLearning is being finalised. The City's Compliance Obligations Register is updated as legislation or other authority documents change. Compliance registers will be migrated to the Governance risk and compliance system in the next twelve months. The Compliance Obligations Policy is currently being reviewed.	On Track
Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan	Training for managers in the management of psychosocial hazards in the workplace has been completed. Psychosocial hazard risk assessments are being undertaken in 10 pilot business units. Testing has commenced for the new WHS incident, hazard and risk management system.	On Track
Continue to deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City ↳ ↳	The City's integrity framework was supported by a number of initiatives over this period. The annual delegate disclosure process was completed. A fraud control maturity assessment internal audit was commenced. A comprehensive review to streamline the Register of Delegations from CEO to Directors and staff is underway. The Code of Conduct awareness campaign continued with extensive new starter training sessions and the publication of a Know Your Code article on fairness and equity, supported by manager talking points. A new intranet register for organisation wide procedures was implemented.	On Track
Continue to implement a risk based and comprehensive annual internal audit plan	Internal Audit operates on a rolling 4-year program of audit coverage, which incorporates an annual operational plan of audits. The 2022/23 annual operational audit plan has been finalised. The updated 4-year strategic audit program for the period 2023-2027 (which includes the 2023/24 annual plan of audit reviews) was approved at the June meeting of the Audit and Risk Compliance Committee and the 2023/24 annual plan has now commenced.	On Track
Deliver completed annual financial statements without qualification by the Audit Office of NSW	Work to prepare the 2022/23 Annual Financial Statements is well advanced, as at 30 June 2023. A detailed timetable of key tasks has been established and is monitored and updated as tasks are completed. Preliminary (and interim) audit work has commenced, covering an initial review of systems and processes and some early testing work. The draft financial statements are expected to be available for the external auditors by 14 August 2023 (the scheduled commencement of the final audit), with formal adoption by Council and submission to the Office of Local Government due by 31 October.	On Track
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 2021/22 Annual Report was completed earlier in the year in line with requirements and was endorsed by Council in November 2022. The City's 2023/24 operational plan and 2023 resourcing strategy were adopted by Council on 26 June 2023 after public exhibition.	On Track

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, including Elected Member Professional Development Plans which capture professional development initiatives applicable to individual Councillors 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

Legal representation and advice has been provided across all parts of the organisation. External legal fees have been managed. Key legal risks have been monitored and responded to as required.

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	6	11	10	31		Indicator Only
GIPAA Informal Access Applications received	No.	3,751	3,545	-	891	752	814	806	3,263		Indicator Only
Public interest disclosures received	No.	3	2	-	2	1	0	0	3		Indicator Only
Lost time injuries	No.	46	22	-	12	11	11	11	45		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.	0	0	-	-	-	-	0	0		Indicator Only
Complaints upheld regarding fraud or corruption by City staff	No.	2	3	-	2	0	0	0	2		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
Continuous improvement		
Identify and implement business and service improvements to optimise the efficiency and effectiveness of key services	Work continued to improve the efficiency and effectiveness of internal corporate services. This will streamline our processes, free up staff time and improve employee satisfaction. Asset management is being reviewed and a review of processes to embed sustainability was completed.	On Track
Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity assessment recommendations	Asset Management Policy was approved by Council in June 2023 as part of the Integrated Planning and Reporting requirements. Resilience has been defined in an infrastructure asset management context and forms part of the Community Asset Management Plan also approved by Council in June 2023. Key asset management resilience initiatives are contained within the City of Sydney Resilience Strategy reported to Council in June 2023 to go on exhibition.	On Track
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. 1,674 physical boxes were destroyed by the Government Records Repository. 4,412 digital files were destroyed. 41 new or improved Smart Productivity Solutions were delivered. Smart Productivity Solutions contribute to the City's Digital Transformation; providing high quality data at point of capture, information security, and efficiency by eliminating manual processes.	On Track
Digital services		
Develop responsive digital services that are easy for our community and employees to access and use 43	The City continued to improve the digital service experience to the community. Virtual Customer Assistant (chat-bot) content was added including additional information relating to Libraries, Noise, Rates and Parking related inquiries. The Unified Customer View project which brings together customer information from 6 systems was completed. 89 community/service request forms and their respective workflows were redesigned in readiness for the launch of City Connect.	On Track
Develop and maintain the City's technology and communications infrastructure to support service delivery and business continuity	Progress was made to upgrade and improve communication infrastructure to support service delivery and business continuity. These include network upgrades, public access IT equipment refresh, upgrade of wifi services at community centres and migration of the City's telephony network away from skype for business to Microsoft Teams.	On Track
Access to City information and data		
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 17,192 planning application documents through the on-line Find a DA service - Completing 2,375 requests for information, subpoenas and section 41 access applications - Publishing 3,682 submissions relating to 357 planning applications. A primary channel for proactive disclosure is the City's website, which was visited 2,890,198 times, had 7,196,338 page views, and 294,442 document downloads.	On Track
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	12,618 new items were published to the Archives & History Resources Catalogue. Many curated 'collection tiles' were compiled to support easier access, including about First Nations, World War I and II, the Liberate! exhibition (LGBTIQA+ for Sydney World Pride), coronations, cycling and entertainment venues, markets, and significant City streets.	On Track
Business and spatial intelligence		
Deliver business and spatial intelligence for better planning, operations, and decision making	This year 31 internal dashboards were deployed to support a range of business services and activities, including: Asset Management, Water Management, Homeless Street Count (February collection); Street Tree Master Plan feedback analysis; and Greening Sydney.	On Track

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 continued to deliver on the People Strategy with work undertaken on workplace flexibility, strengthening employee connection to our purpose and vision, and improving employee connectedness and engagement. New streams of work are underway, including the City's Employee Value Proposition and Employer Brand, and a renewed employee recognition framework.	On Track
Implement actions in the City's Diversity and Inclusion Plan	The City continued its targeted recruitment to source candidates with a disability and Aboriginal and Torres Strait Islander candidates filling several positions across the City. Dedicated training and development for managers and employees have also continued. The City's employee networks have expanded their activity with increased participation by employees.	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	1,932.96	1,953.85	1,953.85		Indicator Only
Vacancy rate	%	9.87	10.33	-	10.53	10.9	10.24	9.72	10.35	At 30 June 2023, the City has 57 positions open for recruitment.	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	63	67	62.75	For the period July 2022 to June 2023, 63% of contacts were received through digital channels. This compares to 57% in 2021/22.	Indicator Only
Contacts by other channels (calls, counter)	%	51.25	43	-	40	39	37	33	37.25	For the period July 2022 to June 2023, 33% of contacts were received through non-digital channels such as calls, face-to-face and mail. This compares to 43% in 2021/22.	Indicator Only
Calls answered within 30 seconds	%	68.5	59.75	65	63	65	57	78	65.75		On Track
Calls completed at first contact	%	93	89	80	83	84	87	83	84.25		On Track
Requests received	No.	235,727	231,390	-	44,329	46,611	49,662	43,979	184,581		Indicator Only
Requests actioned within agreed service standards	%	88.75	85.96	90	81	82	78	89	82.5	For the reporting period July 2022 to June 2023, 83% of service requests were completed within agreed service timeframes compared to 85.96% in 2021/22.	Watch

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

Major Programs	Progress To Date	Status
Financial sustainability		
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 completed in the 2022/23 financial year. The rolling review of costing of services will continue in 2023/24	On Track
Integrated planning and reporting		
Develop, monitor and report against the City's long term financial plan and financial recovery plan to ensure and demonstrate council's financial sustainability, and intergenerational equity	The 2023/24 iteration of the City's Long Term Financial Plan (LTFP) was formally adopted by Council at their June 2023 meeting. The plan reflects financially sustainable ten year projections, incorporating the capital works program and emerging operational performance trends.	On Track
Advocacy and policy initiatives		
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. IPART is currently finalising a review of the rate peg methodology to which the City has been providing input. The review is expected to complete in August 2023. The City also participates in a Rating Reference Group for the NSW Office of Local Government, developing Regulations and supporting guidance for rating reforms and providing feedback on other rates and charges matters impacting the industry.	On Track
Strategic property management		
Continue to manage the City's investment property portfolio to optimise revenue opportunities	The Covid pandemic has passed and legislative measures to support tenants have now ceased. However the property market is only slowly recovering. CBD occupancy measured in February was 61% which is below pre-pandemic levels. Hybrid work arrangements remain in place whilst the majority of leasing enquiries are for smaller fitted out space.	On Track
Best practice procurement		
Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability	A Procurement and Contract Management Improvement plan has been developed, with the objective of evolving the procurement framework, services and procurement expertise to unlock more value and enable achievement of strategic, operational and commercial objectives. This will continue the focus on ensuring best practice procurement together with appropriate governance. The project to implement a new Contract Management System is underway, and will improve our capability in contract management and enable a focus on innovation and achieving more value from the City's procurement of goods and services.	On Track

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

Major Programs	Progress To Date	Status
Advocacy		
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: Infrastructure Contributions - Housing and Productivity Contributions Bill - Parliamentary Inquiry, IPART Review of the Rate Peg Methodology, 2022 Review of the Disability Standards for Accessible Public Transport 2002. Submissions are also made to the NSW Department of Planning an Environment on relevant State Significant Development Applications.	On Track

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

Major Programs	Progress To Date	Status
Partnerships		
46 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	On 18 May 2023 Resilient Sydney hosted a Mayoral Summit bringing together city leaders with all 33 councils present from across metropolitan Sydney to discuss actions and issues regarding waste management and a circular economy. 138 city leaders attending, comprised of Mayors, Councillors, GMs/CEOs, Directors, and management staff at 33 of 33 councils across Greater Sydney. Representatives also attended from LGNSW, NSW Environmental Protection Authority, Greater Cities Commission, and colleagues from Western and Northern Regional Organisations of Councils, the Macarthur Strategic Waste Alliance, and The Parks. Presentations, discussions and questions covered councils collective waste challenges, common needs, and shared points of advocacy. Councils were encouraged to issue a Mayoral Minute on the subject with their respective Council and progress key issues. Following Council approval to proceed, in June 2023, a new three year contract with the potential to extend to seven years was confirmed for the Resilient Sydney Platform, supporting a welcome longer term approach to sharing data and knowledge across Sydney to support collaborations between councils and with the state government focussed on urban heat, urban greening, resilient places, affordable housing policy and net zero planning.	On Track
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, housing and transport. Meetings continue with relevant stakeholders in Local Government and the NSW Government about the implementation of the Resilience Plan for Sydney. The City continues to participate in the Council of Capital City Lord Mayors, attending meetings with capital city counterparts on the night time economy, city safety, economic development, climate action, homelessness, affordable housing, community infrastructure and advocacy to the Federal Government.	On Track
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 attended a C40 Cool Cities workshop during the reporting period and received a grant from the Carbon Neutral Cities Alliance. Resilient Sydney met with Asia-Pacific cities in the global Resilient Cities Network in May 2023. Sydney is learning from other cities working on their 2nd resilience strategies in support of the new strategy being prepared for Greater Sydney. Sydney continues to engage in global webinars, workshops and meetings with other global cities around urban and extreme heat. Sydney contributed to a community of practice on managing and mitigating stresses resulting from urban heat.	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

67 projects were open for feedback during the last 12 months. 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. Consultation took place on the City's Naming Policy, Resilience Strategy, Urban Forest Strategy, Street Tree Master Plan and Tree Management Policy. There were 12 planning proposals (16% of all consultations), 11 (14%) local park and greening projects and 8 (11%) cycling projects. Consultation took place on traffic improvements in Alexandria and Erskineville and the City's Transport Electrification Strategy. Targeted stakeholder and business engagement took place for the business needs survey, Economic Development Strategy, pedestrianisation of George Street north and City North Public Domain Plan. Four projects included targeted engagement activities with Aboriginal and Torres Strait Islander communities and four included targeted engagement with children and young people. A City Talk was held in November, bringing together government and business leaders to discuss renewable energy and Australia's decarbonised future.

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
Net zero emissions – City assets and operations		
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	To assist with both fuel consumption reduction and emission reduction the City has now completed the installation of vehicle telematics which will assist with the effective maintenance, utilisation and management of the fleet. The City's first fully electric commercial vehicle has been deployed as part of a strategy to expand electric vehicle numbers. This vehicle is being trialled and assessed to assist and inform future purchasing decisions. Further electric (or low emissions) alternatives to other plant and equipment are being progressed.	On Track
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 nearly complete. To date, 4,373 out of 4,517 main road light fittings (96.8%) have been upgraded. This stage of the program will realise a further reduction in the City's electrical consumption of 3,000 MWh/year.	On Track
Implement new net zero framework to drive electrification in City buildings and switching to zero-emissions and improved energy efficiency	The team has developed a Net Zero Framework for the building operations. The City has developed potential energy efficiency targets as part of this framework. Scenario analysis is being conducted with stakeholders.	On Track
Net zero emissions in the LGA		
Support building owners and occupants to implement a net zero pathway through targeted programs and grants	The City's sustainability partnerships and programs are supporting building owners progress toward net zero emissions. CitySwitch reporting is tracking national member progress against a net zero pathway. Collective results indicate the average annual carbon emissions intensity of Sydney tenancies is 48kg Co2-e per sqm and average electricity intensity is 52 kWh per sqm. Of tenancies in Sydney, 66% have switched to renewables and the average NABERS energy rating is 5 stars. Five Better Buildings Partnership members are Climate Active certified with 30 member owned buildings in our local area Climate Active carbon neutral certified and 50% have a pathway to electrification. Smart Green Apartments and Green Building Grants are supporting residential strata communities to become more energy efficient, understand options for electrification and procure renewables. Development of a Renewables Masterclass series and the Electrification resource pack are guiding building upgrades and supporting asset managers and owners to plan to electrify portfolios and move away from fossil fuels.	On Track
Continue to support the community's adoption of renewable energy in line with the City's 50% renewable electricity by 2030 target	A Renewables Masterclass Series was created to support businesses to switch to 100% renewable electricity and reduce the uncertainty and expense of volatile electricity costs. It was designed and delivered in partnership with the Business Renewables Centre Australia for CitySwitch, Sustainable Destination Partnership members and other interested businesses. Tailored information on GreenPower and power purchase agreements was delivered across two face to face events and four webinars. There were 449 registrations, and 258 attendees in total across the six events representing 168 business such as CBRE, Australian Legal Sector Alliance, Marriot, Powerhouse Museum, Australia Post and Wesfarmers. The GreenPower for Business guide is being shared widely with business partnerships, industry bodies, Local Governments, GreenPower and NABERS teams. Total rooftop solar has increased, with 23% more rooftop solar installations over the last year compared to FY22. There is now 25.8 MW of solar on 2,348 rooftops.	On Track
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 that is advocating for the Australian Government to publish embodied emissions factors to make reporting more consistent and transparent.	On Track

Zero emissions transport

Advocate to the Australian and NSW Governments on key transport emissions reduction (carbon emissions and local air quality) improvement opportunities	The City's Electrification of Transport Strategy includes various advocacy priorities including electrification of transport, vehicle fuel emissions standards, and prioritisation of electric busses in key routes. The City contributed to a submission by the Council for Capital Cities Lord Mayors (CCCLM) to the Australian Government on Vehicle Fuel Emissions standards during the reporting period.	On Track
Continue to support more people walking, riding bicycles and catching zero emissions public transport	Council approved exhibition of the City's Draft Access Strategy and Action Plan – Continuing the Vision at the June 2023 meeting. The Action Plan comprises 17 actions. The adoption 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 Pyrmont to support the Government's Place Strategy, and its emphasis on walking and public transport. The City's overall approach to reducing transport system emissions is the Electrification of City Transport - Strategy and Action Plan approved by Council in June 2023. As part of the Strategy, the City will continue to advocate for zero emission buses, with the highest priority being the electrification of the 304 bus route through Green Square.	On Track
Advocate to the NSW Government for zero emissions buses	Advocacy for zero emissions buses is a key action in the City's adopted Electrification of Transport in the City Strategy and Action Plan. Council approved exhibition of the City's Draft Access Strategy and Action Plan – Continuing the Vision at the June 2023 meeting. Zero emissions buses are a key component of multiple actions, especially for connections to Green Square; Green Avenues such as Broadway; and for city centre amenity improvement. The new NSW Government is undertaking a review of the bus industry. City staff attended a stakeholder roundtable in June and made representations about the importance of accelerated transition to zero emissions buses.	On Track

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	-	-	-	-	-	-	Final data for the financial year 2022/23 is not available at the time of publication. This data will be available when the Green Report for 2022/23 is published.	Indicator Only
Reduction in total greenhouse gas emissions for City of Sydney operations from 2006 baseline of 52,972 tCO2e. Target 80% reduction by 2025	%	76.09	77.08	-	-	-	-	-	-	Final data for the financial year 2022/23 is not available at the time of publication. This data will be available when the Green Report for 2022/23 is published.	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	3,440,254	-	-	-	-	-	-	-	Final data for the financial year 2022/23 is not available at the time of publication. Data for previous report period is now available and has been included. Source: CCAP City platform by Kinesis. FY22 transport emissions were lower than previous years due to extensive periods of pandemic lock down and changes to work patterns. A significant reduction also occurred from 1 July 2021 when Sydney Trains began using 100% renewable electricity. The electricity grid also continued to become more renewable and lower emissions during FY22.	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	40.84	-	-	-	-	-	-	-	Final data for the financial year 2022/23 is not available at the time of publication. Data for previous report period is now available and has been included. Source: CCAP City platform by Kinesis. FY22 transport emissions were lower than previous years due to extensive periods of pandemic lock down and changes to work patterns. A significant reduction also occurred from 1 July 2021 when Sydney Trains began using 100% renewable electricity. The electricity grid also continued to become more renewable and lower emissions during FY22.	Indicator Only
50												
Percentage of electricity demand in NSW met by renewable sources. Target of 50% by 2030	%	20.5	25.6	-	-	-	-	29	29			Indicator Only
Environmental grants approved by the City of Sydney	\$ '000	1,018.74	960.1	-	441.11	231.27	0	0	672.38		This year a total of 40 Environmental grants were approved by Council. These projects were funded through the City's Environmental performance, Green building, Festival and events sponsorship, Knowledge exchange, Innovation and ideas 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 The Bower Re-Use and Repair Centre to present a two-week festival focussing on the reuse and repair sector in the local area.	Indicator Only

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

Major Programs	Progress To Date	Status
Urban greening and canopy cover		
Deliver landscaping of parks, streets and City spaces to achieve the City's greening target	10,837 m2 of new and refurbished greening completed for the Financial year 22/23. 836 m2 completed for the month of June 2023.	On Track
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 910 trees have been planted, including 574 street trees and 336 park trees. The iconic park tree planting project has been completed. The in road planting projects have progressed, with the completion of Chelsea Street, Redfern, Crystal Street Plaza and Briggs St Camperdown. Work is underway in Durdans St Rosebery and will soon commence in Smail Street, Ultimo and Hawksley Road, Waterloo. Community consultation, feasibility and concept designs and traffic committee approvals are underway for two streets in Beaconsfield.	On Track
Urban greening resilience		
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 is now complete. Council adopted the amended Strategy, Plan and Policy on 26 June 2023. This review process included extensive community consultation, with 559 early community engagement comments for the Street Tree Master Plan in mid 2022. A further 164 comments were received on the Strategy, Plan and Policy during the public exhibition period, which ran from mid December and to 28 February. Following Council's adoption, the Strategy, Plan and Policy and now being implemented.	On Track
Habitat and biodiversity		
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 native flora and fauna. Targeted hand weeding and knapsack spraying has been performed to control exotic grasses and annual weeds, resulting in continual improvements in the diversity and density of native flora species. Infill planting has taken place at several sites to promote increased biodiversity, and to outcompete exotic weeds. Favourable conditions have meant natives planted previously are establishing well, and many native plants are naturally regenerating, seeding and spreading, all of which will aid in ongoing weed suppression and habitat creation. Native birds, lizards and insects are frequently reported to be using the restoration sites. New areas have been mapped for bush restoration that will be included for management in the 2024 bush restoration contract.	On Track
Community greening		
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. 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.	On Track

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	5,781	22,140	72,515	72,515 plants were installed in City parks, bushland and streetscapes in 2022/23. The target for the year was exceeded due to increased planting as part of streetscape renewal program, expansion of bush areas, additional community plantings and additional infill planting for parks, streetscapes and bush areas.	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	1,095	2,498	10,837	10,837 m2 of new and refurbished greening was completed for the Financial year 22/23. Target area of 7500m2 was able to be exceeded due to consistent wet weather, which aided in the establishment of the gardens and allowed resources to focus on planting and not having to water new gardens. Significant projects for the year include Brennan St, Loveridge St Alexandria, Hansard St Zetland, Stanley St Darlinghurst, Golden Grove Darlington, Coulson St, Macdonald St Erskineville, Catherine St Glebe, Anzac Pde Moore Pk, Crystal Plaza Waterloo, and Macleay St Kings Cross.	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	-	-	-	-	80	80	71 species identified during Aussie Backyard Bird Count in October 2022; an additional 9 species were also identified from community observations on iNaturalist over the 2022/23 period. Note: Birds can be very transient, so numbers can fluctuate between seasons and years.	Indicator Only
Extent of locally-indigenous bushland	ha	12.9	12.9	13.5	-	-	-	15.2	15.2	Additional areas (McConville Reserve, Harold Park, Shaes Creek, Campbell and Gardener Road verges, and extensions in Bicentennial Park and Blackwattle Bay Park) were mapped as bush restoration/regeneration areas.	Indicator Only

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

Major Programs	Progress To Date	Status										
Reduce water use												
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	Parks potable water use for 2022/23 was 111M or 87% of the 2006 baseline target. Despite being within target there was a 14% increase on the previous year which was due to dryer weather conditions. The City's 20 water harvesting systems in parks generated 49ML of recycled water to replace potable water used in irrigation. Efficiency measures implemented include automatic wet weather and winter shut off systems, system control improvements and preparation for dryer weather. Water harvesting works scheduled for 2024 will increase recycled water availability to be provided at Solander Park, Harry Noble Reserve and Erskineville Oval.	On Track										
Water sensitive city												
Partner with Sydney Water to support business and strata communities to improve water performance	No buildings in the current round of Smart Green Apartments have water use high enough to qualify for Strata Waterfix, however all have had NABERS Water ratings done as part of the program. Incoming grant buildings will be assessed for this. Sydney Water did not renew its business water saving partnership with Local Governments.	On Track										
Work with Sydney Water to facilitate delivery of recycled water in the Central Business District	To align direction, the City of Sydney team conducted strategic meetings with Sydney Water and key external stakeholders. The City is waiting on technical and financial feasibility study from Sydney 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.	On Track										
Reduce water use												
Key Performance Indicator	Unit	2020/21 Result	2021/22 Result	2022/23 Target	Q1	2022/23 Result	Q2	Q3	Q4	YTD	Comment	Status
Potable water use from City operations. Target reduction from 2006 baseline of 431,000 kL	kL	334,530	291,962	-	-	-	-	-	-	-	Final data for the financial year 2022/23 is not available at the time of publication. This data will be available when the Green Report for 2022/23 is published.	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	203.64	-	-	-	-	-	-	-	Final data for financial year 2022/23 not available at time of publication. This data will be available when the Green Report for 2022/23 is published. Previously published data for 2021/22 financial year has been amended.	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	31	-	-	-	-	-	-	-	Final data for financial year 2022/23 not available at time of publication. This data will be available when the Green Report for 2022/23 is published.	Indicator Only

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

Major Programs	Progress To Date	Status
Reduce waste from City operations		
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	Internal bin signage was updated in City buildings to increase recycling outcomes and reduce contamination. Organic recycling was introduced at Ultimo Community Centre and Bay Street depot in FY 23. On-site meetings were conducted with participants to increase awareness on the initiative. A single use avoidance project was introduced at Town Hall House in April this year. A mug library was implemented in the café on Level 1, to encourage staff to take reusable mugs instead of single use coffee cups. The initiative was supported with a comms campaign to increase uptake.	On Track
Engage with contracted service providers to develop a pathway for reuse and refurbishment of strip out waste from City buildings	Communication drive regularly conducted to increase waste reporting from projects in the construction phase. Support for timely and accurate reporting of construction and demolition waste continues to be provided to project managers and contractors. A methodology for identifying office strip out projects is being investigated.	On Track
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 and outcomes.	On Track
Circular economy		
Engage with industry and other stakeholders to create opportunities for development of circular economy outcomes in our local area	The City is regularly engaging with industry, academia and not for profit organisations to support and advocate for a transition to a more circular economy. The City continues to support new ideas and innovations through our grants programs and City staff are active in stakeholder engagement and working groups that focus on the delivery of these outcomes such as the Green Building Council of Australia, Tech Central and the Australian Packaging Covenant Organisation.	On Track
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	The City is working with other Sydney metropolitan councils to develop an advocacy plan for improved resource recovery outcomes and waste infrastructure planning. In May this year, the City hosted around 140 Mayors, Councillors, General Managers/CEOs and management staff from Greater Sydney and Metropolitan Councils for the Metropolitan Sydney Mayoral Summit on Waste. The summit highlighted the critical need for all councils to work together to bring real change to manage our waste into the future, while we transition to a more circular economy. Industry-wide challenges include a limited number of suppliers, a lack of processing infrastructure and a shortage of readily accessible waste collection and transfer sites. The summit culminated with each council preparing a Lord Mayor Minute committing to work as a region to advocate to state and federal government for increased extended producer responsibilities, greater reinvestment of the waste levy, increase buying power for materials with recycled content and collective focus on infrastructure.	On Track

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Reduce waste to landfill

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

City staff have delivered a total of 616 activities and engaged with 6,420 residents this year to encourage recycling and waste avoidance behaviours.

On Track

To help improve recycling at the source, 24 apartment buildings received the Recycle Helper Service this year. Also 20 apartment buildings with 2390 residences took part in a chute signage installation pilot, to further test how signage can improve recycling behaviours at the source.

City staff engaged with 3775 residents, workers, and visitors and provided education across 47 recycling and reuse pop-up info stalls at community events and spaces. Staff also educated 899 residents across nine pop-up stalls in shopping centres on simple behaviours to adopt to be more waste wise at the shops. To complement in-person education, staff presented free webinars live across 21 sessions to 338 residents on how to recycle tricky items, why reducing waste matters and what happens to their recycling after it's collected.

To encourage clothing reuse and repair, City staff held four clothing swaps where 472 participants re-circulated 723kg of clothing within the community through swapping, and delivered 26 sewing and repair workshops, where 347 participants learnt simple clothing repair skills to refresh and extend the life of their clothes.

Through the 'Ask A Waste Expert' online service, City staff responded to 719 questions from 454 residents to support residents to reuse, reduce and recycle right, with their most frequently asked questions being how to recycle plastics and small electronics.

Staff completed a total of 610 waste planning requests this year to ensure developments are built to optimise recycling and recovery of materials. This included 247 DA referrals, 100 re-referrals, 112 panel requests and 149 other requests such as conditions satisfied, pre-development applications, planning enquiries, consultant enquiries.

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

The City concluded its trial of a residential food scraps recycling service at the end of October 2021. Since then, the City has continued to provide the food scraps recycling service to properties that participated in the trial and been working on how to make the service available to all residential properties in line with the state government mandate for councils to provide a food waste collection service to all households by 2030.

On Track

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 four quarterly Recycle It Saturday events over the year which attracted 3,182 people that dropped off 70.91 tonnes of materials for reuse and recycling. The most popular items dropped off were electronics, textiles, small metals and car batteries. Over the year, two new streams of coffee pods and small metals were added to bring items accepted up to 14. The events are delivered in partnership with Waverley and Woollahra Councils to make the event accessible to a wider community and increase operational efficiencies across the three Councils.

On Track

The Ultimo Recycling Pop-Up at Bay Street Depot opened on 29 November 2022 for local residents to walk-up and recycle up to 12 streams of tricky items. Since opening 905 residents have dropped off 7.5 tonnes of tricky items for recycling, with the most popular items being electronics, batteries and light bulbs. An additional 229 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 to 16 locations across the LGA. This means that now over 80% of City residents live within a 750 meter walk of a recycling station. Over the year, the recycling stations collected 2,460kgs of materials (273kgs in mobile phones, 1,230kgs batteries, 354kgs light bulbs and 603kgs of small electronics).

To maximise recycling opportunities for residents, the City collected 32 tonnes of tricky items (including wearable and unwearable clothes, electronics and polystyrene) from 6,123 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 3728 hours of targeted patrols and issued 214 notices to address illegal dumping and activity which is contrary to the provisions of the Environmental Operations Act.

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

During the year there were some delays to collection services due to labour market shortages and industrial action by Cleanaway workers. To minimise disruption to the community, the City activated the Cleansing and Waste Services business continuity plan, established an incident response team, and implemented a communications plan to keep residents informed.

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	263.28	235.45	942.06	There was an increase in waste collections in comparison to previous year due to resumption of normal activity post Covid impacts. An increase was also noted due to absorption of Venue Management waste, which was previously through a separate contractor.	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	-	-	-	-	0.3	0.3	FY 22/23 recorded a 0.3% reduction in total waste generated at City managed properties in comparison to 2019 baseline.	Indicator Only
Percentage of source separated recycling of waste from City managed properties including aquatic centres. Target 50% reduction by 2025	%	-	54	-	49	54	45	54	54		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	16,795.77	15,634.1	65,370.16	The total amount of waste generated this year by residents has significantly reduced from last year.	Indicator Only
Total residential waste collected per capita	Kg/Capita	281.9	287.8	-	0	-	-	300.44	300.44	The estimated resident population was re-baselined in 2022 for the years 2016 to 2021 resulting in a lower population estimate due to Covid impacts. This has resulted in a higher per capita result for the 2022/23 financial year.	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		
Reduction in total residential waste collected per capita from 2015 baseline of 336.74 kg/capita. Target 15% reduction by 2030	%	-	14.5	-	-	-	-	11	11	There has been a 11% reduction in the total amount of residential waste collected per capita from the 2015 baseline. The estimated resident population was re-baselined in 2022 for the years 2016 to 2021 resulting in a lower population estimate due to Covid impacts. This has resulted in a smaller reduction for the 2022/23 financial year.	Indicator Only
Percentage of source separated recycling of total residential waste. Target 35% by 2025	%	27.67	27.38	-	31	32.12	30.74	31.69	31.39	The amount of source separated residential recycling has increased significantly, mainly due to improved facility diversion rates for bulky household items.	Indicator Only
Percentage diversion from landfill of residential waste. Target 70% by 2025 and 90% by 2030	%	47.01	44.3	-	51	52.58	50.22	49.81	50.9	The percentage of residential waste diverted from landfill has increased this year, mainly due to higher facility diversion rates for the red-lid bin and for bulky household items.	Indicator Only
Resource recovery of waste from the City's parks, streets and public places. Target 50% by 2025	%	52	53	-	-	-	-	56.7	56.7	Waste from parks, street sweepings, street litter bins and GPT.	Indicator Only
Percentage diversion from landfill of waste from City managed properties including aquatic centres. Target 90% by 2030	%	-	94	-	89	90	88	93	93		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
Climate risk and adaptation				
Develop a framework to understand and address climate change impacts on vulnerable community groups	2024	100	Climate Equity and related adaptation actions and potential feasibility studies have been included in the new Resilience Strategy.	Complete
Major Programs				Status
Air quality				
Facilitate community access to air quality data. Include comment on 'exceedances' against National Environmental Protection Measure for Ambient Air Quality (source https://www.dpie.nsw.gov.au/air-quality/air-quality-data-services) to meet CSP report requirements	Air quality is measured at two locations within the City of Sydney local area at Cook & Phillip Park, and Alexandria. Public access high-quality air quality data is available at www.dpie.nsw.gov.au/air-quality/air-quality-data-services/data-download-facility . The City is advocating for the NSW Government to install a third air quality monitoring station within the local area.			On Track

Climate risk and adaptation

Continue research and trials in monitoring and reducing the urban heat island effect

Heat data has been collected using local sensors. That stage has completed and this action has been removed from the 2023/24 Operational Plan and replaced by the following action: Understand the city's climate change risk exposure and develop climate adaptation treatments to better prepare the community.

On Track

Programs and partnerships

Implement projects, programs and advocate to improve environmental performance in the commercial office sector

Sydney's Sustainable Office Plan seeks to drive decarbonisation and sustainability through national corporate portfolios and our focus is working in partnership with business, government and industry through the Better Buildings Partnership (BBP) and CitySwitch program. The Better Buildings Partnership progressed projects on electrification, a circular economy approach to office fit-outs, green leases and resilience. The FY22 annual report was delivered showing 82% stationary emissions intensity reduction and 78% water intensity reduction since FY06. CitySwitch launched a net zero pathway to business, followed by three campaigns focused on measuring emissions, switching to renewables and engaging corporate teams to drive climate action. National events were held to release the annual report. Results show 543 signatories managing 1,171 tenancies engage in the program, with an average emissions intensity of 71kg CO2/m2 and 27% choose renewable electricity. In Sydney 142 businesses engage in the program and have an average emissions intensity of 48kgCO2/m2 and 66% choose renewable electricity.

On Track

Implement projects, programs and advocate to improve environmental performance in the accommodation and entertainment sector

Actions to deliver the Making Sydney a Sustainable Destination Plan include: the Sustainable Destination Partnership (SDP), the Global Destination Sustainability Index (GDSI) and Green Building Grants. The Sustainable Destination Partnership progressed work on best practice waste management and development of a communications strategy. Masterclasses were delivered with the Business Renewables Centre to support businesses procure 100% renewable electricity. New partners were welcomed to the Sustainable Destination Partnership, including Destination NSW as a key strategic associate, as well as two hotel chain operators - Salter Brothers and EVT. City of Sydney collaborated with Business Events Sydney to complete Sydney's 2023 Global Destination Sustainability Index submission with results yet to be released.

On Track

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

Since 2016 participating Owners Corporations in Smart Green Apartments have invested \$3,307,404 in upgrades which will deliver lifespan savings of \$13,909,714 avoiding 54,048 tonnes of carbon dioxide equivalent emissions. The 2022 cohort (21 residential apartment buildings) has received NABERS energy and water ratings and energy action plans. 24 Owners Corporations received support through the Green Building Grants: includes NABERS ratings, energy action plans, solar and electrification feasibility studies. Monthly sustainable strata e-newsletters were sent to 3,150 subscribers and Leadership Network webinars were delivered on GreenPower, waste and recycling and communication in strata. An online networking opportunity, Strata Social, was trialled with sessions on waste and renewables. A new waste guide for apartment buildings was developed and is available online. The Strata Sustainability Reference Group met quarterly to drive sustainability and resilience outcomes for high density communities. The City is represented on several government reference groups and continues to advocate for inclusion of strata in residential policy and investment strategies including mandatory disclosure of energy performance of Australian homes.

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
Aboriginal and Torres Strait Islander people are influential in shaping the city		
Develop a framework / strategy, in consultation with relevant stakeholders, to assist in planning the city to address and implement Connecting with Country principles	Work is underway to finalise a brief to undertake stakeholder consultation and research for the whole Local Government Area.	On Track

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

Major Programs	Progress To Date	Status
Welcoming, accessible and equitable public spaces		
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 to Ashmore Connector road project construction continuing. The George Street South pedestrianisation project is nearing completion. George Street North has now been closed to vehicular traffic from Hunter to Essex Streets and the tender to construction of the permanent works have been advertised.	On Track
Maintain and enhance public domain across the local government area through an ongoing program of improvement works	<p>Multiple capital works projects, renewal works and upgrade programs are delivered annually to maintain and enhance footways, roadways, improve pedestrian and traffic safety and public domain lighting across the Local Government Area.</p> <p>In 2023/24 we completed Catherine Street Road Safety Improvements, involving the construction of four continuous footway treatments and a raised pedestrian crossing to calm traffic and provide safer access for the community including Glebe Public School students. The project also delivered a new raingarden, additional greening, street furniture and new trees. This is just one of many examples.</p> <p>We also completed a three-year, staged 5000 m2 road reconstruction in O'Dea Avenue. The project replaced concrete road with sustainable asphalt and achieved a reduction in traffic noise.</p>	On Track

Public amenity		
Provide high quality street cleansing service that meets the needs of the community	The City of Sydney's street cleansing operation provides a regular cleaning service across our local area according to need. High pedestrian areas are serviced at least once per day to maintain clean streets. The City has recently purchased and put into operation two electric litter bin collection vehicles that are able to service the light rail corridor where access by regular vehicles is not permitted. The City will continue to investigate the use of electric vehicles to service the City's ever-changing streetscapes and high-density living, requiring modification of services. In addition, the City took receipt of nine new footway sweepers to replace the old fleet, allowing for greater coverage and increased service levels. The City's cleansing operations staff continue to service over 750 public litter bins, with some bins in high pedestrian areas being serviced multiple times per day as required.	On Track

Public safety and compliance

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. This includes proactive inspection of retail food premises, swimming pool barriers, late night trial development consents, boarding houses, backpackers and swimming pool water quality.	On Track
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Public spaces meet community needs

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.	On Track
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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	5,794	7,637	41,338	Annual target exceeded. Increased resource capacity to deliver.	On Track
Footway dining in the village centres	m2	4,738.61	5,620.2	-	5,654.9	5,356.02	5,953.93	5,723.48	5,723.48	The stated area represents 526 footway sites 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	3,477.98	3,199.25	3,199.25	The stated area represents 192 footway sites 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
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Enable artists' contributions to the cultural life of the city

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 and is seeking alignment with private developments that intersect with this project.	On Track
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3.4 Physical and visual connections to the harbour are strengthened

Major Programs	Progress To Date	Status
Connecting with the harbour foreshore		
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 installed at key points along the 9km length of the walk which feature the icon which is a bara (shell hook). One artist is in the process of being contracted to develop their concept 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
Equitable distribution and access		
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 open space use trends during Covid-19 lockdown confirmed the high value the community placed on these assets 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. Park Visitor Survey undertaken annually at selected parks across the network is currently underway.	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 and review of Council's adopted plans of management is underway to ensure the plans align to community values, organisational objectives and legislative requirements. The focus for 2023/2024, is the review and update of the Generic Plan of Management 2012 and finalisation of the Hyde Park Plan of Management update.	On Track
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Access to pools and sporting facilities

Deliver programs and services at pools and community tennis courts that support social connection and wellbeing	During the year, a wide range of community tennis, recreation, and aquatics programs were successfully implemented, catering to diverse segments of the population. These initiatives included the Creche Club supporting parents and guardians at Gunyama Park Aquatic and Recreation Centre, Yurungai Swimming Classes providing valuable aquatic education for Barnardos Aboriginal Services at Ian Thorpe Aquatic Centre, and the Stewart House Residential Program focusing on personal development at Cook + Phillip Park Pool. The programs further aimed to promote skill development, competition, and female participation in sports through the Sydney University Women's Football Club, Ladies Clinic, and Women's Doubles Tennis Competition held at various locations. The Adaptive Tennis Hub at Alexandria Park stood out for its inclusivity, offering a weekly program for individuals with disabilities, including private tennis lessons for blind and low vision players under the National Disability Insurance Scheme. Additionally, Youth Social Tennis at Alexandria Park fostered community integration for new migrants and refugees in collaboration with the City's Youth Services Program, while Rainbow Tennis at Prince Alfred Park promoted physical activity and social interaction for the LGBTQIA+ community, reflecting the services dedication to inclusivity and the overall well-being of all participants through these engaging sports, recreation, and social development opportunities.	On Track
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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	95	90	93.25	Despite the impact of wet weather throughout the latter half of 2022, sports field usage has returned to levels similar to pre-Covid.	On Track
Parks and open space managed by the City of Sydney	ha	214	214.3	191	-	-	-	217.45	217.45	Total increase 34,590 m2 (3.45 ha). New parks include Drying Green and Getiela synthetic sport field. Increase in streetscape and traffic treatment (in-road greening) including West Connex road greening.	On Track
Attendances at aquatic and leisure centres	000	1,258	1,054.71	-	322	470.24	582.27	424.26	1,798.77	Closing out the final quarter of our first full year of unrestricted operations (post Covid) and off the back of pleasant weather conditions, 424,268 visits were recorded across the service. Full year attendance was 1.79M, which reflects that learn to swim is still a recovering industry and better than expected recovery of health and fitness participation across the service.	Indicator Only
Peak Occupancy - Perry Park Recreation Centre	%	84.6	90	-	92	88	91	90	90	Throughout the year, the centre delivered strong participation outcomes, expanding our positive impact on the community. Average occupancy for the full year of 90.25% reflects ongoing efforts to optimize space utilisation. Our internal social sports competitions have continued to see significant growth with 100 teams participating which is an increase of 25 from last year. Notably the centre continues to embed itself as a hub for community sports events through collaboration with key hirer groups. This is highlighted by the successful hosting of the WorldPride Volleyball tournament that more than 250+ participated in.	Indicator Only
Peak occupancy - City's outdoor tennis courts	%	78	77	-	75	68	69	67	67	For the year, all courts performed above target and industry average which resulted in an average peak occupancy of 70% for the year. For the most recent quarter this ranged from 56% at Beaconsfield Park to 79% at Prince Alfred Park, with all courts performing above target and well above industry average resulting in an overall average of 67% for the quarter.	Indicator Only

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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									
Inclusive and accessible places											
Review and update planning controls to facilitate inclusive and accessible places and support the health, wellbeing and culture of communities	The City is investigating improvements to planning provisions for accessible parking and liveable housing as part of the City's LEP/DCP update. In December 2022 the City has completed a number of planning initiatives to support the wellbeing and culture of communities, including the Oxford Street Cultural and Creative Precinct and the Open and Creative City reforms. 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. The City is recognising the cultural values of specific places and communities in planning controls and heritage listings, such as for the Chinese community in Haymarket, the LGBTIQA+ community in the Oxford Street precinct and the Aboriginal and Torres Strait Islander community in Botany Road.	On Track									
Implement entertainment sound management planning controls and explore establishing special entertainment precincts to support thriving and vibrant 24-hour economy	The City is carrying out further research, including sound testing, to inform the review of the draft entertainment sound planning controls and the investigation into special entertainment precincts. The draft entertainment sound planning controls and investigation into special entertainment precincts are planned to be reported back to Council in 2023.	On Track									
Create great places											
Review planning controls for centres, high streets, heritage areas and other strategic precincts to create great places	Reviews of planning controls for Oxford Street and Botany Road were finalised in FY2022/23. Reviews of planning controls for Heritage Conservation Areas and the Pyrmont Peninsula, in response to the NSW Government's place strategy, are underway and will be reported to Council.	On Track									
Urban renewal											
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. George Street south pedestrianisation is nearing completion and tenders have been issued for George Street north pedestrianisation upgrade. Open spaces and facilities are being 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 sports field and facilities that is now complete. City North public domain plan is updated to incorporate public domain opportunities arising from Hunter Street metro and development in the area. Public domain plans are in development for Haymarket precinct and Central Station precinct.	On Track									
Create great places											
Key Performance Indicator	Unit	2020/21 Result	2021/22 Result	2022/23 Target	Q1	Q2	Q3	Q4	YTD	Comment	Status
Average time to determine 90% of footway applications	Days	12.26	11.6	35	19	19.14	18.8	23.1	23.1	The fast track team is performing well determining applications well within KPI. The increase in determination times over previous results can be attributed primarily to the submission of a significant number of footway/outdoor dining renewals associated with the alfresco dining program.	On Track

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	1	5	12	The City received 12 new offers to enter into Planning Agreements during the year.	Indicator Only
Voluntary Planning Agreements executed	No.	17	14	-	2	2	2	2	8	The City executed eight new Planning Agreements during the year.	Indicator Only

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

Major Programs	Progress To Date	Status
Central Sydney Planning Strategy		
Implement the Central Sydney Planning Strategy to facilitate commercial space and activity	On 26 November 2021 the Local Environmental Plan was amended, delivering on the intent of the City's Central Sydney Planning Strategy. The City continues to assess site specific planning proposals consistent with the adopted Strategy. There are currently seven planning proposals being considered under the Strategy. The Pitt and Hunter Street, 757 George Street and 2 Chifley Square planning proposals have been finalised in FY22/23. The Hunter Street Sydney Metro proposal was also endorsed for finalisation.	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	Four site specific planning proposals were progressed to support business and economic growth in Central Sydney in FY2022/23 under the Central Sydney Planning Strategy. Planning controls to protect and grow business and employment in the Botany Road Corridor, Oxford Street precinct and in North Alexandria and the Enterprise Area were finalised this year. The City is now reviewing the planning controls for Pyrmont in line with the NSW Government's Pyrmont Peninsula 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	7,135	5,644	109,568	One major development approved with over 5,000m ² mixed use space	Indicator Only
Commercial development completed	m2	95,829	151,967	-	6,807	95,943	6,923	95,958	205,631	Q4 completions include 29,000m ² in redevelopment of Lands and Education Department buildings, and 63,000m ² of commercial space at 178-186 George Street	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
Infrastructure planning, delivery and collaboration		
Collaborate with the private sector to deliver new or upgraded public infrastructure aligned with new development	The City executed eight new Planning Agreements with the private sector during the year. The Agreements will deliver new and upgraded public infrastructure including widened footpaths to Botany Road, Rosebery and Bourke Street, Waterloo, a shared zone to Foley Street Darlinghurst, a public domain upgrade to Chifley Square, a through-site link in Hunter Street, Sydney and significant public infrastructure in the Waterloo Estate (South).	On Track
Review contributions plans to support the delivery of infrastructure needed by new development	A new Contributions Plan for the Pyrmont Peninsula is being prepared in accordance with the NSW Government's Place Strategy and will be reported to council with the review of planning controls. Review of the City of Sydney Development Contributions Plan 2015 has started. The City continues to engage with the NSW Government on infrastructure demand and delivery arising from large scale State Significant rezoning proposals, such as Redfern North Eveleigh and Central Precinct.	On Track

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
Design excellence		
Facilitate competitive architectural design processes to achieve design excellence	The City has this year facilitated the completion of seven competitive architectural design processes located in Central Sydney, Erskineville, Zetland, Haymarket and Pyrmont.	On Track
Advice from expert panels		
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.	On Track
Advocacy		
Engage with government led urban renewal projects to deliver design excellence, high environmental performance and provide appropriate infrastructure	The City has prepared submissions on Blackwattle Bay Precinct, Central Station, Redfern North Eveleigh and Waterloo Estate (South). The City also published a design review of the Blackwattle Bay scheme. The City is continuing to engage with relevant agencies to deliver design excellence, improved sustainability outcomes and appropriate infrastructure.	On Track

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

Major Programs	Progress To Date	Status
Development supports a healthy environment and community		
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.	On Track

Better designed and operated buildings

Advocate for improvements to the National Construction Code Trajectory to net zero buildings	The City contributed to a submission by the Council for Capital Cities Lord Mayors (CCCLM) to the Climate Change Authority - setting tracking and achieving targets - that included recommendations for net zero buildings through the National Construction Code. The City also provided feedback to the Property Council of Australia draft Every Building Counts policy recommendations which call for a strengthened building code.	On Track
Develop a pathway for the City's planning controls to be strengthened over time to deliver net zero energy buildings	The planning proposal is with the Department of Planning and Environment for drafting and finalisation. The City is working with the Department to ensure the Net Zero planning controls work together with the forthcoming state planning controls (the Sustainable Buildings SEPP).	On Track
Investigate opportunities for development to use water efficiently and improve the health of waterways through changes to the planning controls	The City has completed a study of DCP stormwater management and reuse controls. The LEP and DCP Update will propose water efficiency targets and updated stormwater reuse controls for buildings with a draft to be reported to Council in 2023.	On Track

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 as part of the LEP/DCP Update. The proposed planning controls are to manage flood associated risk and achieve good urban design outcomes.	On Track
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Better designed and operated buildings

Key Performance Indicator	Unit	2020/21	2021/22	2022/23	2022/23 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Average time to determine 90% of DA applications S9	Days	55.15	62.9	55	74	77.8	83	85.23	85.23	Increased end of year determination times have been impacted by a significant number of applications submitted at the end/beginning of Quarter 3 and 4 and other factors including leave and labour market challenges including recruiting for a high number of vacancies.	Attention Required
Average processing time for construction certificates	Days	7.28	7.98	10	10	8.6	9.25	12	9.96	A mean average of 12 days was achieved for the quarter. This was slightly above the established target of 10 days.	On Track
Average time to determine 90% of S4.55 applications (previously S96 applications)	Days	31.65	38.3	40	38.5	43.13	47.18	48.87	48.87	Increased end of year determination times have been impacted by a significant number of applications submitted at the end/beginning of Quarter 3 and 4 and other factors including leave and labour market challenges including recruiting for a high number of vacancies.	Attention Required
Median (net) assessment time to determine DA & S4.55 applications (previously S96 applications)	Days	42	52	45	52	57	63	64	64		Attention Required
Outstanding DA & S4.55 applications over 100 days (previously S96)	%	15	19.4	20	26	29.5	38.6	35.6	35.6	Increased end of year determination times have been impacted by a significant number of applications submitted at the end/beginning of Quarter 3 and 4 and other factors including leave and labour market challenges including recruiting for a high number of vacancies.	Attention Required

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.	On Track
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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. The tender for the permanent construction works has been released to the market.	On Track
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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 is responsible for approving and installing signage for changes to speed limits.	On Track
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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	328.82	328.82	There has been no major changes to speed limits in the LGA in the past 12 months, despite advocating to the state government.	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	64	2,190	3,858	Annual target exceeded. Key driver was greening associated with two large scale projects delivered in Glebe consisting of multiple continuous footpath treatments	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
Promote public transport solutions		
Advocate for extension of Metro West by 2030, including stations for at least Zetland and Central	The City has been advocating on this issue since 2018. Council approved exhibition of the City's Draft Access Strategy and Action Plan – Continuing the Vision at the June 2023 meeting. Action 6, Metro as a Catalyst, includes advocacy for the Metro West extension to Zetland. The new NSW Government is undertaking a review of the Metro projects and the City's submission will focus heavily on the benefits of having Metro West Stage 1 commence from Zetland (i.e. extending the initial line from Hunter Street).	On Track

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
Improve safety, connectivity and amenity		
Develop and oversee a program of pedestrian crossings to make walking safer and easier	The City is developing a needs-based model for pedestrian crossing facilities based on land uses, and gaps in the crossing network. This will provide another layer of information to decide where pedestrian crossing facilities should be installed. The changes made by the NSW Government Delegations relating to streets could also provide some opportunities for accelerating the approvals to deliver pedestrian crossings in some locations, although the delegation change contains many restrictions. All new crossing proposals at this time will continue to go to the Local Pedestrian, Cycling and Traffic Calming Committee for consideration	On Track
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 included the installation of 12 Smartpoles and LED lighting on Druitt and Goulburn Streets, and the installation of granite paving in sections of Hay and Druitt Streets.	On Track
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
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	City staff conduct cycling riding behaviour sessions in the field, and site inspections. In quarter 4 2022/23 the City: <ul style="list-style-type: none"> - conducted a total of 22 Share the Path sessions, bringing the annual total to 71 - handed out 118 bicycle bells Q4, bringing the annual total to 590 - provided riders with 621 cycling network maps, bringing the annual total to 2896 - facilitated 274 cycling tune-ups, bringing the annual total to 918. 	On Track
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 and other areas of high pedestrian activity. This includes advocating for reducing waiting times, improving space and improving quality of the public domain for people walking. Improving priority for pedestrians in the City Centre is also one of the draft outcomes as part of the draft Transport for NSW Strategy for Streets, that the City is assisting in the development of. These are also strategies in the City's draft Walking Strategy update.	On Track

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	14	24	Annual target exceeded. Key driver was two large scale projects delivered in Glebe consisting of multiple continuous footpath treatments.	On Track
Footway renewed	m2	19,890	14,687	10,000	2,196	7,242	1,012	3,743	14,193	Annual target exceeded. Increased resource capacity to deliver.	On Track
New granite infill paving	m2	4,072	1,500	1,500	0	0	0	906	906	Lower output year due to accelerated paver infill works in previous years as part of stimulus works during Covid-19 recovery. Other large scale granite infill projects have also been delivered this year across the LGA outside this program. This includes the George Street North Pedestrianisation project.	Attention Required

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
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	100	FY 22/23 Program Complete. Construction of separated cycleway upgrades in Booth Street, Annandale are complete.	Complete

Major Programs	Progress To Date	Status
Safe, connected cycleways Continue the implementation of cycleways within the City of Sydney	This financial year the City has completed new cycleways on the following streets: King Street (Pitt to Phillip in the city centre), Portman Street (Green Square), Zetland Avenue (Green Square), Gadigal Avenue, Potter Street and Crystal Street (Waterloo), Pitt Street (King to Circular Quay, permanent version), College Street, Booth Street, and MacDonald Street, Ashmore Street, Harley Street, Henderson Road, Railway Parade, Bridge Street, Mitchell Road and Harley Street in Erskineville. Construction will soon start on Castlereagh, Oxford and Liverpool Streets, and on MaryAnn and Kelly Streets, and more projects still in detailed design stage.	On Track

Collaboration	Progress To Date	Status
Work with neighbouring councils, state and federal governments to implement a cycleway network across Sydney	While we build our own cycleway network, city staff have also been giving input, support and technical advice to staff at TfNSW and many councils. City staff gave conference presentations on accelerating delivery of cycleways. City staff have also been working to get Transport for NSW to fix key missing links with neighbouring councils, such as the state road section of Wilson Street in Newtown, between King Street and Erskineville Road, to connect the Inner West and City of Sydney bike networks. UNSW Australian Graduate School of Engineering started running a Cycleway Design Course, an initiative prompted by City staff.	On Track

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, 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.

This year, 267 adults have done a cycling course, an additional 71 staff members have completed the staff cycling course, 211 adults have done a basic bike maintenance course, two school classes have done the school cycling course and 2249 young children have attended the Balance Bike Clinic to learn to ride.

City staff held 71 Share the Path onsite education sessions, including 918 free tune-ups, and 2896 maps, 590 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	0.41	0.17	4.23	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 Prince Albert Road; 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, Huntley Street between Mitchell Road and Belmont Street and Mitchell Road south of Huntley Street; and in Waterloo: Gadigal Avenue, Potter Street and Crystal Street between Lachlan Street and Danks Street.	On Track
New on-road cycleways provided/upgraded	Km	1.2	1.24	2.6	0	0.77	0	0	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.	Attention Required

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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	-	9	9	9% growth in bike trips in the 6 months between October 2022 (previous count) and March 2023. Over the 12 Months, growth was 18%. This growth is measured at intersections across the whole council area.	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		
Attendees at cycle safety courses	No.	336	127	-	52	56	93	66	267	Attendance at cycling courses this year are substantially higher than the previous year, which was impacted by lockdowns	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
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Efficient freight and servicing

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	Council approved exhibition of the City's Draft Access Strategy and Action Plan – Continuing the Vision at the June 2023 meeting. The City worked with Transport for NSW to discuss potential last-mile options for locations including future Hunter Street Metro precinct, and south George Street. City staff provided Transport for NSW an opportunity to comment on an early draft of a revised Central Sydney On-Street Parking Policy. The revision makes clearer the relationship between public domain improvements, availability of off-street loading and the potential to reallocate kerb loading to other uses. The City aims to seek Council approval to exhibit the revised draft shortly.	On Track
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Manage parking and kerbside space

Ensure the Neighbourhood Parking Policy and kerbside allocation support city outcomes, such as the need for access for people with disabilities	The Neighbourhood Parking Policy sets the framework for kerbside allocation outside Central Sydney. City Staff have reviewed the Policy with a view to seeking Council approval to exhibit an updated Draft Policy shortly. 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. City staff use the Policy when determining kerbside allocation in response to community feedback (such as the Elger Street Glebe representations); major public domain changes (Crown Street upgrade) and cycleways. In response to the City's Inclusion (Disability) Action plan, City staff undertook a "gaps analysis" of mobility space provision around village main streets and key locations. Operational staff are reviewing the identified locations of potential additional spaces (or pick-up/drop-off facilities) with a view to increasing supply.	On Track
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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.	On Track
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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	-	122,167	253,433	Total for Jan-Jun 2023 is 122,167. This is slightly down on the first half of the financial year. The number of bookings was highest in March but declined from there by 25% over Q2 of 2023.	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
Partnerships, self-determination and reconciliation		
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. The Closing the Gap priority actions are implemented through commitments in the City's Stretch Reconciliation Action Plan and actions in our Operational Plan.	On Track
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.	On Track
Support the community's aspirations for the future use of the local Aboriginal knowledge and culture centre in Redfern at 119 Redfern Street	City staff will work with the Aboriginal and Torres Strait Islander community guided by their aspirations and by the outcomes of the community consultation outcomes. Construction works to improve accessibility will be complete in the second half of 2023.	On Track

6.2 Everyone feels welcome and included in the city

Major Programs	Progress To Date	Status
Inclusion		
Continue to implement the Inclusion Disability Action Plan	The City's Inclusion (Disability) Action Plan 2021-25 was adopted in June 2021. Highlights include: <ul style="list-style-type: none"> • 11 new Auslan Storytime videos were produced and 21 hosted on the City's website through the year • The City became a Disability Confident Recruiter with the Australian Network on Disability and joined the Australian Human Rights Commission's IncludeAbility Employer Network • 8 new members joined the Inclusion (Disability) Advisory Panel <ul style="list-style-type: none"> • Over 861 events and activities were delivered that catered for audiences with disability, including 329 artists with a disability • Access Keys were implemented for 4 City pools to support people with diverse disabilities to access and use the facilities • The 'Design Across the Spectrum' guide for play spaces has been incorporated into 9 parks, playgrounds or reserves • The City partnered with Jigsaw to support the placement of three Neurodiverse employees • Accessible guidelines to decision making at Council were published on the City's website • A Disability Awareness workshop was held at Cliff Noble Community Centre, a Variety Activate Inclusion Sports Day at Perry Park Recreation Centre and I can, You can, We can: Celebration lunch at Gunyama Park Recreation Centre • International Day of People with Disability 2022 Panel discussion: Visible behind and in front of the camera was held at Darling Square Library • A video developed with and featuring members of the City's Inclusion (Disability) Advisory Panel was viewed more than 23,000 times. 	On Track

Support community needs

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

Libraries welcomed 16,036 new members, added 45,129 new items to the collection and members accessed more than 1.5 million digital and physical items through online platforms, 9 branches and two links. Attendance increased by 126% on the previous year, however this remains lower than pre Covid-19 attendances. Use of Home library service deliveries increased by 44% to 1,322, PC Sessions increased by 110% to 74,191, Library service app launches increased 118% to 276,435 and online interactions (calls/emails) increased by 38% to 25,806.

On Track

Ultimo library reopened in late February following air conditioning works. Waterloo Library is due to reopen in mid-2023 after closing in February for roof remediation works. The new tabletop game collection launched in February with more than 64 board and card games. Library Outreach continues its collaboration with community centres with weekly digital skills group sessions and participation in community events and festivals.

Inclusive and accessible programs and services

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

The City hosted 21 Auslan and English Storytime videos with over 48,689 views. Thirty programs were Auslan interpreted and fifteen programs were offered online. Of 1,602 survey respondents, 8.9% identified as living with disability and 1.5% identified as being Aboriginal and Torres Strait Islander. Of all respondents, 22.9% identified as being from culturally diverse backgrounds. 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.

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	84,307	78,636	78,636	12% reduction from previous period reflects the expiration of memberships signed up during the 2020 lockdown. Members with expiring accounts are contacted and invited to renew their membership.	Indicator Only
Items accessed from City libraries (physical and digital)	000	1,128.72	1,126.29	-	424.77	350.37	384.44	392.04	1,551.62	Increase of 32% on previous reporting period with significant increase in physical loans as more members return to our branches after Covid.	Indicator Only
Attendance to City libraries	000	293.11	367.2	-	177.81	192.02	229.19	232.94	831.96	126% increase on previous period indicating steady return of community comfort levels in visiting libraries after Covid.	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	1,960	8,148	13,497	This represents an 81% increase compared with the year to date period last year (4,491)	Indicator Only

6.3 Everyone benefits from equitable economic growth and has financial security

Major Programs	Progress To Date	Status									
Build community skills and capacity											
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, Residential Monitor, and Commercial Development 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 continued to advocate for increased income support during the Federal Government's Budget process, including ongoing support for the Raise the Rate campaign. City staff also developed two submissions on key childcare inquiries: the NSW Government IPART's "Early childhood education and care affordability, accessibility and consumer choice" and the Early Childhood Education and Care Inquiry by the Federal Government's Productivity Commission.	On Track									
Increased employment and access to procurement											
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	Activity to define the approach and timing of the strategy development and drafting process, is being considered as part of the broader Procurement and Contract Management Improvement Plan.	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	The City's Aboriginal and Torres Strait Islander Workforce Strategy 2023-2026 was launched in June 2023. The City will continue to consult with Aboriginal and Torres Strait Islander stakeholders and staff to implement the strategy.	On Track									
Build community skills and capacity											
Key Performance Indicator	Unit	2020/21 Result	2021/22 Result	2022/23 Target	2022/23 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Rent concessions given by the City through the accommodation grants program – leases for social initiatives	\$ '000	2,804.12	3,525.07	-	962.55	862.71	875.16	882.73	3,583.15	This includes revenue forgone through the Accommodation Grants program to Beehive Industries at Palmer Street in Darlinghurst and the Gay and Lesbian Rights Lobby at Benledi House in Glebe.	Indicator Only
Social grants approved by the City of Sydney	\$ '000	3,965.38	4,757.88	-	3,508.96	960.34	301.85	406.82	5,177.96	This year a total of 173 Social grants were approved by Council. These projects were funded through the City's Community services, Festivals and events sponsorship, Knowledge exchange, Innovation and ideas, Aboriginal and Torres Strait Islander collaboration fund, Matching, Quick response, Street banner sponsorship and Venue hire support sponsorship grant programs. This includes support for Redfern Youth Connect to run a drop in service run for young people and The Deli Women and Children's Centre to provide domestic violence counselling services for culturally and linguistically diverse women.	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	-	229	229	as at June 2023	Indicator Only

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

Major Programs	Progress To Date	Status
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Community engagement

Implement the Community Engagement Strategy to involve the community in the City's decision making processes for projects, strategies, policies and services	Greater integration and alignment has been achieved across key documents. The 2023 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. 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. 67 projects involving a wide range of business functions were open for consultation in the past 12 months. These were conducted in line with the City's Community Engagement Strategy.	On Track
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Provide inclusive, clear, accurate and accessible information to the community

Provide updates on our policies, projects and programs through communications that reflect and reach the diverse communities of the city	This quarter, City Communications produced a variety of communications that reflect and reach our diverse communities:- media, social media, digital and internal comms content to promote Reconciliation Week, the Yes campaign and NAIDOC Week - media and digital content to educate the community about International Day Against Homophobia Biphobia and Transphobia (IDAHOBIT) and how to be a better trans ally, and promote the Oxford Street pride business charter - social media and digital content to promote Refugee Week, including a video featuring 3 refugees and people seeking asylum telling their stories - digital content to promote volunteering groups supporting vulnerable communities in the City and encourage people to get involved - media and digital content to promote the City's annual international student welcome event and international student leadership and ambassador program - digital content to promote the mindDog program which supports eligible City residents to train their dogs as assistance animals - media, social media and digital content to promote events running for Youth Week - regular e-newsletters for library, community centre and youth programs customers	On Track
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Council elections

Ensure all electoral processes are well managed and meet legislative requirements	Progress against the Non-residential Register Methodology & Plan for the local government election in 2024 remains on track. Legislative change to non-resident entitlement within the City have been foreshadowed by the Minister for local government; scenario planning to prepare for possible options has been completed.	On Track
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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
Equitable access to technology		
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"> • 213 Public access computers and 20 multifunction devices across 19 community facilities provided free access to internet, printing, scanning, photocopying, Microsoft Office and Adobe Creative Suite. • 74,191 PC sessions across 10 library locations, an increase of 110%. Free public access computers were also offered in five community centres and in education and care services for use by community members and children • 308,639 free wi-fi session via public wi-fi across 11 library locations, an increase of 143%. Free wi-fi was also offered in 12 community centres and in education and care services for use by community members and children • 520 community centre and 13 library sessions were delivered to improve digital literacy and inclusion • Mobile phone charging adapters were available for loan in nine library branches 	On Track

6.6 There is equitable access to education and learning opportunities

Major Programs	Progress To Date	Status
Capacity building		
<p>Ensure equitable and affordable community access to education programs through our community centres and libraries</p> <p>76</p>	<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"> • 16,704 attendees at 464 face-to-face early literacy programs including Auslan Storytime • 963 attendees at 58 programs developed and delivered by library staff (ie upcycle workshops, song writing, tabletop games, laser cutting) • 71 library outreach events attended with 1,711 attendees • 28 online book club meetings • 89 attendances by local young Aboriginal and Torres Strait Islander People in the Aboriginal Artefacts (Clapsticks) program at Redfern Community Centre • 48 targeted programs to enhance life and civic participation, including English conversation and digital literacy classes • 25 Digital Literacy sessions with 105 attendees across three locations, including a program at Cliff Noble Community Centre, Alexandria, where students from the local Alexandria Park Community High School assist older people with digital troubleshooting • 22 attendances at Cliff Noble Community Centre Library Outreach sessions, designed to teach people how to access the City's online Library resources • 192 programs were delivered, both online and face-to-face with 2,766 participants across cultural venues including Pine Street Creative Arts Centre, Libraries and the Ultimo Community Centre. 	On Track

Provide education and care services and facilities across the local area, including preschool, long day care, occasional care and out-of-school hours services

The City's education and care services have supported 851 children to access services including long day care, occasional care, pre-school and outside school hours care.

On Track

Highlights include:

- 56,802 sessions of care across City operated services with 22,473 (40%) of sessions being offered at a discounted rate or free
- a range of educational and recreational programs, including art and STEM workshops and excursions to local places of interest including aquatic centres, cinemas, theatres, museums, parks and gardens.
- changes to process to further support the inclusion of children from priority groups, along with continued partnerships between families and support agencies
- end of year events including a community BBQ at Redfern Community Centre
- Participation in a range of family events including the Annual Early Childhood Athletics Carnival, family BBQ's, morning and afternoon teas and cultural days
- completion of the Aboriginal Welcome entrance mural and upgrades to nappy change facilities at the City's long day care centre, Eveleigh Early Learning and Preschool

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	171	56	851	This represents a 16% increase compared with the same period last year (48) and a 0.2% decrease compared with the same year to date figure last year (853)	Indicator Only
Approved early education and care places (long day care, occasional care and preschool) in the City 77	No.	7,318	7,427	-	-	-	-	6,746	6,746	This represents a 9.1% decrease compared with the same year to date last year (7,427). The demand for child care in the CBD has seen a significant decrease due to changes in work patterns post the Covid 19 pandemic. Since 30 June 2022, 11 early education and care services (681 child care places) have closed due to ongoing changes to workforce and utilisation. Demand continues to be met despite these closures.	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	13,038	14,750	56,802	This represents a 5.6% increase compared with the same year to date figure last year (53,766)	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	33	34	34	34% of education and care sessions offered were either free or discounted	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	4,303	5,012	22,473	This represents a 1.5% decrease compared with the same year to date figure last year (22,473)	Indicator Only

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

Major Programs	Progress To Date	Status									
Research, collaborate and investigate											
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 worked with Charles Sturt University through a Knowledge Exchange grant to map social innovations in Sydney's food systems. Outcomes from this research, and ongoing participation in the Milan Urban Food Policy Pact, continues to inform the City's food systems policy development. The City co-hosted the inaugural Sydney urban agriculture forum in November at Sydney City Farm. This was an opportunity to share the City's research and priorities and hear from experts including First Nations speakers and advocates including Alex Greenwich MP. The City's food systems policy development process has commenced, with early consultation completed as part of the Resilience Strategy.	On Track									
Improve food security											
Enable community responses to improve food security through grants, partnerships, and collaborations	This year a total of nine food relief related grants were approved by Council for a year to date total of \$191,121 in cash and value-in-kind. These projects were awarded through the City's Community services, Aboriginal and Torres Strait Islander collaboration fund, Matching and Quick Response grant programs. This includes support to First Nations Response to provide a weekly pop-up food relief service for Aboriginal and Torres Strait Islander families.	On Track									
Improve food security											
Key Performance Indicator	Unit	2020/21 Result	2021/22 Result	2022/23 Target	2022/23 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Meals provided through the City's Meals on Wheels service	No.	45,375	48,086	-	10,314	10,294	9,965	10,117	40,690	This represents a 15% reduction since last year (48,086) but a 16% increase on pre Covid numbers (35,056)	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.

On Track

Highlights include:

- 142 attendances at the fortnightly Aboriginal Art and Culture gathering, facilitated by an Aboriginal Artist at Redfern Community Centre
- 1,477 people attending end of year celebrations and open days in community centres
- 225 attendances at the Australian South Sea Islander National Recognition Day at Redfern Community Centre to celebrate the culture of and raise awareness of the history and experiences of Australian South Sea Islanders
- 11 panellists attended the City's Multicultural Advisory Panel meetings
- 27 attendances at a Spring Connection lunch at Cliff Noble Community Centre, Alexandria, including Ukrainian students from the neighbouring Intensive English Centre
- 1,307 attendances at 10 events through the International Student Leadership Ambassador (ISLA) program to support community connections
- 130 attendees at a monthly Glebe community BBQ
- 350 attendances at Refugee Week events across six City community centres
- 150 people at an event to celebrate Reconciliation Week at Redfern Community Centre

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.

On Track

Highlights include:

- 25 attendances at Juanita Nielsen Community Centre's RUOK day event
- 37 attendances at a Roller Derby demonstration for Wear it Purple Day
- 125 attendances to mark Transgender Day of Remembrance
- 37 attendances at three inclusivity training workshops to build confidence in working with people of diverse genders
- 870 attendances at the annual Seniors Festival Comedy Show at Sydney Town Hall
- 65 international students attended Cultural Fest at Redfern Community Centre
- 149 international students and new arrivals attended the Australian Sports Program events at King George V Recreation Centre in The Rocks
- 350 attendances at Refugee Week events across six City community centres
- 650 attendances at the Lord Mayor International Student Welcome
- 2,501 attendances 17 international student programs and events
- 138 attendances at Cliff Noble Community Centre, Alexandria intergenerational story time program
- 63 international student volunteers supporting the delivery of international student programs and events
- 80 attendances at the Ron Williams Community Centre, Potts Point, partnership program with the Chinese Australian Services Society to support older Chinese residents navigating government services

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
Equity and affordability		
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 137 programs were offered, with 259,908 attendances</p> <p>Highlights include:</p> <ul style="list-style-type: none"> • 128,807 attendances at targeted initiatives to improve community health and wellbeing • 87 programs to increase inclusion and diversity • 36 programs offered with specific considerations to support the participation of people with disability • 18 programs to improve digital literacy and inclusion • Two 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 • 350 attendances at Refugee Week events across six City community centres 	On Track
Deliver social programs that are inclusive, accessible and affordable for all	<p>A total of 137 programs were offered to promote social inclusion, connection and participation, with 259,908 attendances across community centres and community-based programs.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> • 11 regular electronic newsletters are now established for community centres, youth and school holiday programs, and Green Square residents (6,988 subscribers) to provide information about local programs, events and services • 703 attendances at the Youth in the City School Holiday Program, with 42 participants receiving a fee waiver to support participation in the program • 25 free community events in community centres to increase cultural awareness and/or support culturally significant days. 	On Track
Accessibility and inclusiveness		
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 .	On Track
Support social connection and wellbeing		
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 2022/23. The 2021 Census results and updated Estimated Resident Population numbers 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.	On Track

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	61	58	58	Bookings at community rates have increased by 10% since the same period last year (48%). 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	60,799	73,082	260,748	Overall there has been a 108% increase in attendance compared to the same period last year (125,212). However, attendance was impacted by reduced capacity at Redfern and Ultimo community centres for air-conditioning upgrades and at Maybanke Community Centre while Pyrmont Community Centre undergoes a major upgrade	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
Resilience and climate risk management planning				
Develop the City of Sydney area Resilience Plan	2023	90	- Strategy endorsed by Council on 26 June 2023 to be placed on public exhibition for six weeks. - Public exhibition planned for six weeks from 17 July 2023. - Public exhibition engagement planning commenced.	On Track

Major Programs	Progress To Date	Status
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	Resilient Sydney Resilience Ambassadors met in May 2023 on the topic of creating community connection: the importance of social cohesion aligned to Direction 3 of the Resilient Sydney strategy. Presentations were delivered by Lane Cove Council, Willoughby City Council and Georges River Council on social cohesion projects funded by the NSW Department of Premier and Cabinet (DPC) Social Cohesion Grants for Local Government Program, alongside an update from the state government. Councils were provided updates from the new NSW Reconstruction Authority, the federal National Emergency Management Agency and Resilient Sydney. The Resilient Sydney team supported 30 councils of Sydney to participate in the annual Neighbour Day campaign in March 2023 to increase promotion of the actions communities can take to get better socially connected where they live and to support disaster preparedness. A Disaster Risk Ready Fund grant from the NSW and Commonwealth Governments has been allocated to renew the technical and community research for a second Resilient Sydney strategy. Project planning has commenced. Letters of support were received from 33 local governments of Greater Sydney to contribute to the renewed strategy and program.	On Track

Continue to implement the City's Floodplain Management Policy and work collaboratively with asset owners and developers to fund and implement flood risk management plans, incorporating climate change scenarios	The City has an adopted interim floodplain management policy. 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.	On Track
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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). This includes regular meetings, reporting on emerging issues, and the recommencement of LEMC projects that were suspended due to Covid-19 response and recovery activities.	On Track
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Support communities beyond our local area and international communities experiencing emergency situations	To date, five donations were approved by Council for a year to date total of \$250,000. This includes donations to Australian Red Cross and UNICEF Australia to support the Türkiye and Syria earthquake appeal, and Save the Children Australia to support the cyclone and earthquake appeal in Vanuatu.	On Track
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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 has developed a process to report on our investment in projects that are delivered by organisations with alternative business models (e.g. social enterprise, B-Corps and Co-ops). This will be reported from Q1 2023-24.	On Track
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Economic resilience

Contribute to metropolitan and state-wide strategic economic planning	The City continues to progress state-wide economic planning outcomes, both through the drafting of its own Economic Development Strategy and via contributing to various NSW Government plans, working groups, or committees.	On Track
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In 2022 the City released the Economic Development Strategy Discussion Paper focused on a revitalised city centre, a transition to a green and circular economy, building an innovation economy, and strengthening the inclusive economy. Through 2023 the City has been drafting the Economic Development Strategy building from engagement undertaken on the discussion paper and complemented by further consultation with the City's business advisory panel, NSW Government agencies, peak bodies, and community.

The City holds significant roles in various working groups and committees. It is a founding member of the NSW Night Time Economy Councils' Committee and has been appointed for a second term to the NSW Government's 24-Hour Economy Advisory Group. The City serves as the Chair of the Council of Capital City Lord Mayors National Economic Development group and participates in the Visitor Economy Greater Sydney Local Councils Group, formed by Destination NSW. The City sits on the Study NSW International Student Experience Consultation Committee, with this committee to provide recommendations to the Study NSW International Education Advisory Board. The City also sits on the Tech Central Interim Governance Leadership Group and inputs into the Greater Cities Commission economic planning, including the Six Cities Region discussion paper.

The City continues to convene regular meetings with local business chambers and peak business bodies, has supported the establishment of an Oxford Street Pride Business Charter, and is involved in the three-year trial of the Western Harbour Precinct Business Improvement District (now operating as New Sydney Waterfront Company).

7.5 People feel safe in the city

Major Programs	Progress To Date	Status
Collaboration		
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 the 24x7 call centre, email, digital, face-to face and corporate website. For the period July 2022 to June 2023, staff responded to 504,851 contacts.	On Track
Deliver programs that support community safety	<p>The City hosted two inner city domestic violence forums with Domestic Violence NSW and NSW Police, attended by 110 professionals. 100% of those surveyed reported an increase in skills and knowledge. Over 17 community events were delivered during the 16 Days of Activism and domestic violence prevention month with 95% of those surveyed agreeing they'd recommend attending to others. The City supported:</p> <ul style="list-style-type: none"> ·Domestic Violence NSW to deliver a forum on the misidentification of the primary aggressor in family violence, attended by 100 people. ·The NSW Collaboration for the prevention of gender-based violence to deliver a primary prevention forum attended by 75 practitioners. ·Training for 24 youth workers on how to deliver respectful relationship education to senior high school students. ·Oxford street precinct safety planning commenced with two late-night audits of the built environment with NSW Police and a workshop with local businesses. 	On Track
Work with police and other organisations to deter, detect, delay, and respond to incidents in the public domain	<p>The City continues to support the NSW Police with the Street Safety Camera Programs 24/7 Operations. In 2022/23 we received 1252 applications for CCTV footage, with 797 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>	On Track
Embed the NSW Child Safe Standards		
Develop and implement strategies to embed the NSW Child Safe Standards across our organisation	<p>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 through the implementation of the City's Corporate Child Safety Risk Management Plan. The City's Statement of Commitment to Child Safety and Wellbeing is available on the City's website.</p>	On Track
Community safety		
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 42,416 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.	On Track



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

Major Programs	Progress To Date	Status
Community led solutions		
Research and understand the role of volunteering in delivering social impact within the City	City staff worked with a student intern to research the role of contemporary volunteering. The project included desktop analysis of peak volunteering organisations, research on best practice examples of volunteering programs and initiatives within other local governments, and interviews with volunteer coordinators at the City. This research will inform the City's ongoing volunteer programs and how we work with our community, including through the City's new Resilience Strategy.	On Track
Strong Aboriginal and Torres Strait Islander community-controlled sector		
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	This year, 48 grants were provided to Aboriginal and/or Torres Strait Islander individuals, groups and organisations for a year to date value of \$1,609,353 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, Quick response and Street banner sponsorships grant programs. This includes support for Wyanga Aboriginal Aged Care to host NAIDOC Week events for Elders and Coota Girls Aboriginal Corporation for a Sorry Day gathering.	On Track
Strengthen young people's civic engagement		
Deliver youth civic engagement programs	<ul style="list-style-type: none"> • Eight young people participated 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. • 25 young people participated in Youth Civics Pop-up, a youth civic engagement workshop event that encouraged, guided and supported young people's ideas to increase youth civic participation. • 16 young people participated in the launch of the City's Youth Civic Participation Program. Participants came together to learn about and review the City's previous Youth Week and International Day of People with Disability initiatives and plan for future programming for both. 	On Track

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 early 2024. 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 now a permanent remnant of Eastern Suburbs Banksia Scrub following its redesign 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.

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

This year a total of 113 cultural projects were approved by Council, for a year to date value of \$2,906,720 in cash and value-in-kind. These projects were funded through the City's Cultural and creative, Festival 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 Milk Crate Theatre for a creative skills workshop with older artists and an artist development program for Aboriginal and Torres Strait Islander young people through Burrundi Theatre for Performing Arts.

On Track

A total of \$2,987,737 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, Sydney and Screen Culture Association at Benledi House in Glebe.

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

The City's events have continued to highlight local creativity. Art & About Sydney celebrated local artists through the Australian Life and Little Sydney Lives photography exhibitions, murals by Dylan Mooney and Fintan Magee, and support of the Murmurations exhibition at Hyde Park Barracks. Sydney Christmas provided opportunities for local performers at six concerts, the Christmas in the City launch event and a program of roving and choir performances. Sydney New Year's Eve involved Sydney and Australian artists and creatives throughout the show. The 9pm Calling Country fireworks display showcased the work of local First Nations artists and creatives to a global audience. The 2023 Sydney Lunar Festival focused on Sydney's Haymarket precinct with artworks, banners and performances from local Asian-Australian artists and organisations. The Sydney Streets program returned to Haymarket, Potts Point, Glebe, Redfern, Darlinghurst, Pyrmont and Surry Hills, with local businesses, community organisations and performers involved.

On Track

Prioritise local culture

Continue to implement the City's history and curatorial programs

The City continues to deliver advice and engagement programs to share Sydney's history, heritage and culture to a wide range of audiences. Staff contributed research to shape bespoke hoardings and park signage, participated in History Week, Heritage Festival and Sydney Open, and provided focus tours of the Town Hall clock tower. A new walk featuring Darlinghurst was released on the Sydney Culture Walks app. Work is ongoing to update and present the oral history collection online and make it accessible to the public. The Barani website continues to be a major access point for Sydney's Aboriginal history. Staff have updated the Aldermen biographical register online with 111 new biographies of Alexandria Aldermen.

On Track

Connect with and engage the community

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

The City delivered 192 programs, both online and face-to-face with 2,766 participants across cultural venues including Pine Street Creative Arts Centre, Libraries and the Ultimo Community Centre. Our online Auslan and English Storytime videos attracted 48,689 views. Of 1,602 survey responses 97% felt they learnt something new, 77% felt that the programs helped them feel connected to the community, and 83% felt the programs were accessible.

On Track

Highlights include:

- Programs at Pine Street Creative Arts Centre and the expansion of programming to Ultimo Community Centre,
- Sydney World Pride events including the Liberate! exhibition and talks, Storytime's and panel discussion
- Programs that recognised dates of community significance including NAIDOC week, Lunar New Year, International Day of People with Disability, History Week and Seniors Week,
- Opportunities for the community to participate in workshops such as wheel throwing, block printing, silver ring making and still life drawing,
- Programs that invited discussion on defining moments for women, climate change and cultural practices, and
- Stories that showcased our diversity of culture, lived experiences and perspectives including Orchard Moon, Feast and Queer Stories.



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	109.7	121.53	2,906.72	This year a total of 113 cultural projects were approved by Council. These projects were funded through the City's Cultural and Creative, Festival 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 sponsorship grant programs. This includes support for Milk Crate Theatre for a creative skills workshop with older artists and an artist development program for Aboriginal and Torres Strait Islander young people through Burrundi Theatre for Performing Arts.	Indicator Only

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

Major Programs	Progress To Date	Status
Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural representation		
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 with an artist in the process of being contracted for the first project 'Sitelines and Conversations' which is being developed 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'.	On Track

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

Major Programs	Progress To Date	Status
Encourage investment in new creative employment space		
Investigate innovative partnerships, financing models and revenue streams to support the delivery of new cultural infrastructure at scale	The Cultural and Creative Advisory Panel held four meetings across the year. The panel identified the key advocacy priorities as affordability of creative space, access to creative space along with the need for creative production space, and rezoning of industrial/commercial spaces. A submission to the State Government cultural policy is underway and will include these priorities. The City awarded Left Bank Co a two-year innovation and ideas grant to deliver the Making Space for Culture Incubation Program 2022-2024 as a key initiative in our cultural infrastructure priorities. The program brings together cultural and property sector leaders to share experience and develop common understanding to make change in provision of affordable space for creative practice in Sydney. The first Symposium held in April 2023 brought together leaders in creative space and cultural infrastructure from London, Austin and Toronto alongside property experts and creative space providers in Sydney.	On Track

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

Deliver cultural programs and liaise with providers to deliver programs	Joynton Avenue Creative Centre, managed by 107 Projects, achieved a 96% occupancy rate by providing access to 16 subsidised creative spaces for 34 creative tenants. Programming included makers markets, handmade creative ware and jewellery making. 'Imagining Bundanon', an exhibition with Studio ARTES artists, was held at the facility along with a "Communita Gathering", offering tea tastings, a tea market and family activities. East Sydney Community and Arts Centre, managed by Brand X, achieved a 71% occupancy rate for their rehearsal space. Their Flying Nun program presented 13 new works to 1,348 people which generated \$20,211 for participating artists. Brand X delivered Ground Zero, an official event for WorldPride featuring five performing artists with disability. The City of Sydney Creative Studios has provided affordable creative spaces for 12 months. Operated by Brand X, it includes 30 purpose built creative spaces. There have been 8,000 bookings by 300 artists and arts organisations, with long-term tenant spaces at 100% occupancy.	On Track
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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	61	75	75	The City provided 34 spaces to 75 organisations through a number of programs: Accommodation Grants Program, Creative Live Work Spaces, Venue Support sponsorship and Short Term Empty Property program. During this financial year, cultural organisations "We Are Warriors" and "Digital Storytellers" began Accommodation Grant tenancies in Ultimo and Darlinghurst.	Indicator Only

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

Major Programs	Progress To Date	Status
Diversity of workers and audiences		
Deliver cultural programs and events that represent the cultural and social diversity of the community	The City presented a diverse range of events, including Sydney Christmas, Sydney Lunar Festival, Sydney New Year's Eve, Art & About Sydney and the Sydney Streets program. The City also presented key Capital Works launch events including the rejuvenated Archibald Fountain and the re-opening of the College Street cycleway. As part of the Sydney Lunar Festival, the City engaged Dragon Boats NSW to produce the annual Dragon Boat Races. The 2023 event included a new opening ceremony involving local Aboriginal Elders and showcasing the diverse cultures that celebrate Lunar New Year. The Sydney Streets program was presented in key locations across the City. These events allow for the community to engage with local business and the program is developed to celebrate the unique culture of each precinct.	On Track

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	Over 100 creative projects were supported through the City's Festivals and Events Sponsorship, Creative, Innovation and Ideas, Quick Response and Venue Hire Support grant programs. The projects funded provide a range of opportunities the communities to participate in creative events, workshops, artist talks, live music, dance, professional development for local artists. There has been significant increase in applications received in the City's Grant and Sponsorship summer round, with a notable number of applicants applying for the first time. The City's advocacy for inclusive projects has seen a strong response and support for people with a disability, queer and First Nations artists. Projects include Tranby Aboriginal Co-operative's outLOUD: First Nations LGBTQIA+ Stories and Writing, Artslaw Centre presenting workshops for Indigenous artists on protecting and respecting: law and Indigenous cultural IP and Darlinghurst Theatre Company's wholly trans production: Overflow. Approximately \$2.7 million in rent was foregone to support cultural organisations in our Accommodation Grant Program for long term use of the City's spaces.	On Track
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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	-	6,299	14,127	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
Stable and affordable creative space		
Develop planning and regulatory reforms to support the provision of cultural infrastructure and activities	The Oxford Street Cultural and Creative Precinct planning controls were finalised in December 2022. The controls incentivise investment in the precinct, generating up to an additional 11,000 square metres of dedicated cultural and creative floor space. 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 informed state-wide changes to allow entertainment uses to take place without need for development approval in premises that are currently shops or food and drink 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	801.83	854.09	2,987.74	This includes revenue forgone through the Accommodation Grants program to Women in Film and Television at the Rex Centre in Potts Point and the Pride History Group at Benledi House in Glebe.	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 continues to work with stakeholders to position Tech Central as the driver of place-based innovation. The City sits on the newly formed Tech Central Interim Governance Leadership Group to guide the Innovation District, along with the Greater Cities Commission. Investment NSW and anchor tenants of the district from across the private sector and academia. Business support programming designed to activate the precinct, venues and promote key tech sectors, with business networking and knowledge exchange events included Raising The Bar April 2023 and Visiting Entrepreneur Program June 2023. Raising The Bar 2023 provided free, public talks from 30 expert speakers, attracting more than 4,300 registrations, and filling 15 venues across Tech Central over one night. Tech Central/GCC continued their sponsorship of the Visiting Entrepreneur Program. The program featured five international entrepreneurs over nine public events, three private events, and eight mentoring sessions from 21 to 28 June 2023. The City has also joined the Tech Central Insiders working group to meet monthly and offer feedback aimed at improving engagement, alignment, and coordination of future events and programs.

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 and acquisition of business events to Sydney. Since July 2022, BESydney have successfully secured 16 global business meetings. This is expected to deliver 47,492 delegate days and an estimated direct expenditure of over \$49 million for the economy between 2022 and 2024. The 2023 Visiting Entrepreneur Program was delivered with 12 free events over seven days featuring five global thinkers and 18 local experts across emerging sectors including artificial intelligence, sustainable and responsible solutions, quantum, ethics, and inclusion. The program attracted 2,266 registrations with 87.7% of participants agreeing this event helped raise the positive profile of Sydney's startup ecosystem. The Sydney Landing Pad Program supported the expansion of international tech companies into Sydney. 13 companies graduated from the four-week intensive program. All participants indicated an increase in understanding of business opportunities in Australia and two of the three Med-tech companies are now in the process of seeking TGA approval in Australia.

On Track

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 Business Innovation Program, a 12-week intensive accelerator to digitally transform 21 small businesses commenced. Reboot Webinar series was delivered, a 9-week series for small businesses to help improve their digital skills. Reboot attracted over 3,100 businesses with 91% of attendees agreeing the knowledge gained will help them grow. Six Innovation and Ideas grants to build the capacity of the local tech ecosystem were approved by Council including The Circular Hub, an early-stage startup accelerator program, delivered by Fishburners to support entrepreneurs build businesses which facilitate the shift to a circular economy. The City published the 2022 Business Needs Survey Report, produced by economic consultant BIS Oxford Economics based on 550 survey responses. The report identifies emerging trends, challenges and opportunities for our local businesses. Six funded programs for Chambers of Commerce and Industry Associations continue to be delivered and activities include networking events, capacity building programs, destination marketing 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 year 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 was delivered to support the cultural sector in capacity building around diversity, equity and inclusion, First Nations intellectual property, sustainability and accessibility, in partnership with relevant industry peak bodies. Research, consultation and development was completed for upcoming sector support programs, including an Indigenous Engagement program and Creative Leadership program for cultural organisations.

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	0	0	799.1	This year, 33 economic grants were approved by Council. These projects were funded through the City's Business sector support and Festival and events sponsorship grant programs. This includes support for 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
Innovation and commercialisation of research		

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

The City is actively collaborating with partners on the development of a business innovation space known as Greenhouse, situated within Sydney's CBD at 180 George Street, Circular Quay. This expansive facility spans three floors and will ultimately provide 3,800 sqm of affordable space, for green economy focused startups and enterprises once operational from late 2023. Greenhouse will offer a range of cost-effective programs, events, and comprehensive support services to assist climate tech startups in preparing for expansion into global markets. Greenhouse will be operated by venture capital firm Investible through the City's Accommodation Grant Program.

On Track

Promote and support development of key green sectors

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

The City has continued conversations with the Australian Sustainable Finance Institute to explore opportunities that reinforce Sydney as a prominent regional centre for sustainable finance. City representatives attended the Australian Sustainable Finance Summit in October 2022.

On Track

The City is formulating its new Economic Development Strategy. The Strategy will build from the preliminary discussion paper released in 2022, with the discussion paper including a proposed action to promote the sustainable finance sector in Sydney and develop Sydney as a leading regional hub for sustainable finance.

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

Major Programs	Progress To Date	Status
Collect, analyse and share data		
Provide demographic and economic development information to enable enhanced community decision making	Data from the 2021 Census has been added to the City's website. The City's population forecasts have been updated to reflect the decrease in the 2021 Estimated Resident Population after rebasing from the 2021 Census results. Housing and development reports and data provided for internal and external decision making.	On Track

9.4 Creativity and great experiences fuel the vitality of the city

Major Programs	Progress To Date	Status
Activation of places and precincts		
Activate local precincts through fostering collaboration within the business community and investment in year-round creative programming	Since July 2022, 16 Sydney Streets events have been held across eight Sydney suburbs, transforming their high streets into spaces for walking, shopping and dining. Over 400 businesses participated and traded out into the street with activations such as outdoor dining, food and retail stalls and 811 artists and performers were employed by the City and local businesses to support the events. 97% of surveyed attendees would attend a Sydney Streets or similar event in future and 70% agreed or strongly agreed the event made them feel more a part of their community. Since its launch in November 2020, the City has supported over 638 businesses to access over 2,000 square metres of road space and 5818 square metres in footpath 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 close to \$8,000,000.	On Track

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 continued to support the City's Grants program, by assisting applicants with enquiries, and the Sydney Streets program by speaking with businesses in Glebe, Pyrmont, Surry Hills, Haymarket, East Sydney, Redfern and Potts Point, and surveying attendees of the event days,	On Track
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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	2022-23 saw the return of many sponsored arts festivals and events with Sydney Fringe and Sydney Festival, Sydney Writer's and Sydney Film Festivals. All festivals reported a return to their pre-pandemic programming, and featured some of the best international and local acts to strong audiences. Sydney Craft Week's audience was over 69,000 people, with over 2,700 interstate or international visitors. Sydney Contemporary achieved record attendance of 28,912 visitors, with 55% having not attended before. Vogue Fashion's Night Out 2022 saw 223 retailers participate in a one-day program including instore activations and special offers, across 282 store locations in Sydney's CBD. The 50th anniversary City2Surf event took place in August with over 57,000 participants and over 39,000 supporters attending the event. Vivid Sydney returned in May/June 2023 with even more on offer this year including 50+ light installations and an 8.5km light walk around the harbours edge. Initial feedback from businesses and organisers indicated a hugely successful event with large crowds in the CBD for all 23 nights of the festival.	On Track
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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 international education sector to support the visitor economy to build back stronger following the pandemic. By March 2023, student arrivals were 74% of what they were in 2019, despite arrivals from China being at only 43 per cent of 2019 levels. The International Student Welcome Desk reopened at Sydney Airport, and the Lord Mayor's Welcome for international students took place in-person at Sydney Town Hall.

On Track

Destination NSW have formed the Visitor Economy Greater Sydney Local Councils Group and the City participates in the Eastern Harbour City - South District Group. The City hosted the inaugural meeting, and provided updates on key visitation, spend and people movement data, updates on Visitor Information Services and discussed new areas of collaboration between the Councils and Destination NSW.

The City continues to welcome international visitors through the Visitor information services team and Destination Ambassadors who provide wayfinding information including a new Sydney map. Over 10,000 interactions with visitors occur per month through the Visitor Services team.

Develop and deliver tourist information programs to meet visitor requirements

We have developed a working interactive screen for Visitor Services, showing basic wayfinding. This is in testing and we expect to launch to select screens around Circular Quay in the coming months. We are actively promoting opportunities to join the Visitor Ambassador volunteer team using organic and paid social media channels. City Communications has begun initial conversations with Destination NSW to identify opportunities to align visitor services messaging for a seamless on-the-ground experience.

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

Sydney WorldPride took place from 17 February to 5 March 2023 supported by more than \$1.75 million in cash and in-kind support from the City of Sydney. The City additionally supported the planning and produced pride-themed street signs, LGBTIQ+ murals on the Top of The Town and the Burdekin Hotel, and hoarding artwork on Oxford Street. The festival contributed \$185.6 million to the NSW economy and supported 1,699 jobs. 470+ events were held across the festival, supporting over 7,000 artists and providing 3,450 people with volunteer opportunities. The festival hosted the largest LGBTIQ+ Human Rights Conference ever held in the world and attracted a festival audience of over 1 million, of which 70,000 came from outside of NSW and 71 different countries. Of those surveyed, 89% said the festival positively impacted their allyship with the community, with 81% reporting a strengthened sense of belonging.

On Track

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

This year has seen a promising return of international students to the local area. This is echoed in student arrivals, which are now at 74% of 2019 levels despite arrivals from China being at 43% of 2019 levels. There are currently 221,647 international students enrolled to study in NSW. Of these, 193,300 students are studying onshore while 13% (28,347 students) remain off-shore in their home countries. Overall, there is more diversity in student nationalities emerging. Whereas previously the international student cohort had 55% of students from three countries: China (29%), Nepal (15%) and India (11%). Latest figures show 55% of students come from 5 countries: China (22%), India (16%), Nepal (9%), Columbia (5%) and Philippines (4%). To support the student experience, the City recruited a new team of international student ambassador volunteers, hosted the Lord Mayor's Welcome for international students and provided work placements for international students.

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	-	6	5	3	0	14	14 bids were submitted between July 2022 and June 2023, with 16 events secured.	Indicator Only
Events secured	No.	6	11	-	0	9	3	4	16	4 events secured during this quarter	Indicator Only
Economic impact of events secured	\$M	25	53.8	-	12.4	13.1	15.1	8.5	49.1	\$8.5million estimated economic impact from this last quarter	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		
Delegate numbers of events secured	No.	6,300	22,900	-	3,320	2,990	3,230	1,888	11,428		Indicator Only
Delegate days of events secured	No.	25,950	72,200	-	13,780	12,910	11,950	8,852	47,492	8,852 Delegate days of events secured from last quarter	Indicator Only
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	0	0	675.25	This year 12 significant economic grants were approved by Council. These projects were funded through the City's Commercial creative and business events sponsorships, Knowledge exchange sponsorships and Innovation and Ideas grant programs. This included support for the Indigenous Entrepreneur Network to help Aboriginal and Torres Strait Islander owned businesses to connect, tell their stories, and access new technology, and a research and feasibility study to Purity Design to develop 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	3,757.31	1,834.93	6,639.83	This year the City supported 14 major events through the Festival and events sponsorship grant program. This included the City2Surf, Sydney Fringe Festival, Vogue American Express Fashion Night Out, Sydney Festival, Biennale of Sydney, Sydney Gay and Lesbian Mardi Gras Parade, Yabun Festival, Australia Day in Sydney, VIVID's Xcelerate live music program, Sydney Writers Festival, Australian Fashion Week, Sydney Film Festival, SXSW Sydney and a community event as part of the Sydney Opera House's 50th Anniversary.	Indicator Only
Domestic visitor overnight trips	No.	2,794,791	3,228,093	-	-	3,153,014	-	0	3,153,014	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.	7.3	13.2	-	-	13.9	-	0	13.9	Data for the June quarter 2022/23 is not available at the time of publication. Data for the previous report period is now available and has been included and data for prior years has also been adjusted.	Indicator Only
International overnight visitors	No.	10,703	128,712	-	-	586,428	-	0	586,428	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	-	-	-	-	221,647	221,647	This figure represents primary visa holders with international student visas enrolled in NSW according to the Department of Home Affairs.	Indicator Only

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

Major Programs	Progress To Date	Status
Promote economic activity and local neighbourhood identity		
Support the development and implementation of the Oxford Street LGBTIQ+ Place Strategy	<p>The City of Sydney worked with local businesses and the LGBTIQ+ community to develop a Pride Business Charter for Oxford Street. 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. The charter was launched on 6 June 2023 and over 30 businesses joined in the first few weeks. The City will continue to support the community steering group to oversee the implementation of the charter, including member networking nights and the development of collaborative precinct-wide initiatives.</p> <p>To increase the visibility of the LGBTIQ+ community across the Oxford Street precinct, the City of Sydney funded the installation of a pride mural on the façade of the Burdekin Hotel, refreshed the rainbow pedestrian crossing at Taylor Square, installed new street name signs featuring Pride flags throughout the precinct, and commissioned an artwork to be displayed on the construction sites on the northern side of Oxford Street. 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.</p> <p>The City provided grant support and a temporary lease on the Green Park bandstand to establish Qtopia, an LGBTIQ+ museum, in the Oxford Street precinct. The City continues to work with Qtopia on a long-term plan to locate the museum in the former Darlinghurst Police Station on Taylor Square.</p>	On Track
Economic diversity		
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	Two Economic projects were approved to Aboriginal and/or Torres Strait Islander individuals, groups and organisations, for a year-to-date value of \$90,500 in cash and value-in-kind. These projects were funded through the City’s Innovation and Ideas grant program. This includes support for Trading Blak, an advocacy collective of Aboriginal owned businesses, who are currently delivering their Retail Ready program - a culturally safe self-determined mentoring program in Redfern supporting Aboriginal owned businesses to access mainstream retail, strengthen businesses and advocate for awareness. First Innovators, an Indigenous-led not for profit organisation, was awarded a grant for their Indigenous Digital Story Development project - a program to support businesses to connect, tell their stories, access technology and build stronger and more resilient businesses. First Innovators also continues to work on their research project around current capacity building needs for Indigenous-led businesses, which has been extended from the previous year.	On Track
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. In 2022/23, a total of 24 micro-precincts within the City’s local government area participated in the 6-week Uptown program, designed to fast-track the formation and capacity building of local business precincts. Of these, 14 precincts were successful in their application for up to \$200,000 in funding to support the marketing and delivery of their plans.</p> <p>The City is a member of the YCK Laneways working group which was the first precinct to obtain accreditation under the NSW Government’s Purple Flag Scheme. This UK accreditation scheme, licensed by NSW Government, is designed to encourage and promote excellence in nightlife precinct development and management. The working group will continue to support the ongoing development and management of this precinct</p>	On Track

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
Collaboration and advocacy		
<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"> • Chair the Aboriginal Case Coordination Group, Homeless Assertive Outreach Response Team (HART) and Non-Resident Case Coordination Groups • member of the Non-Resident Advocacy and Strategy group, with sector partners and people with lived experience • held official launch for the Mob Connect at the Mary McDonald Centre with Inari Housing Inc and other partners to support First Nations People experiencing or at risk of homelessness • 442 outcomes at the Woolloomooloo Integrated Support Hub (WISH) for people experiencing or at risk of homelessness • developing cooling hub protocols to support vulnerable communities during extreme heat. • coordinated and chaired an Australia wide local government meeting for public space management • attended and coordinated Local Government workshop at the Australian Alliance to End Homelessness (AAEH) • coordinated and chaired the first Local Government homelessness communities of practice • monthly place making meetings with mobile voluntary services to ensure compliance with the City's Guidelines • developing Boarding House Guidelines with Health and sector partners to help respond to issues in boarding houses in the city • presented at the Homelessness Conference for the Council of Capital Cities Lord Mayors (CCCLM) on local responses to homelessness 	On Track
<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.</p> <p>The HART has engaged with 4,470 people since March 2019 and 389 people have been housed since March 2017.</p> <ul style="list-style-type: none"> • 192 people assisted to exit homelessness and 172 people prevented from entering homelessness as a result of programs funded by the City • consulted and worked with State Government, Local Government and key Specialist homelessness services to continue developing a Boarding House Response. 	On Track
Access to safe, secure and sustainable housing		
<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>277 people were counted sleeping rough across the local government area during the City's summer street count in February. This represents a 23% increase when compared with February 2022. There were also 299 people occupying crisis and temporary accommodation beds.</p> <p>The City's Public Space Liaison Officers patrol seven days a week, including during extreme weather events. They provide partner services, including the Department of Communities and Justice and NSW Health, with information on the needs of people street sleeping, and the numbers of people that need support.</p>	On Track

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	34	65	192	This represents a 31% increase compared to last year as a result of high numbers of young people supported into permanent accommodation by Launchpad, however the overall trend remains lower for generalist housing outcomes.	Indicator Only
People prevented from becoming homeless through the City supported brokerage program	No.	145	144	-	32	37	44	59	172	This represents a 19% increase compared to last year (144)	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	-	277	277	No street count was conducted in August 2022; street counts are now conducted annually in February. The latest count represents a 23% increase compared to last year (225).	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	<p>The City worked with Mission Australia, state government agencies and local services to support social housing residents throughout the year, chairing the monthly Waterloo Wellbeing and Safety Action Group and participating in the five local Neighbourhood Advisory Boards. Neighbourhood Advisory Boards are tenant-led networks for social housing residents to collaborate with government and non-government organisations to improve the lives of people living in high-density social housing.</p> <p>As part of its commitments under the Waterloo Human Services Collaboration, the City is working with social residents to improve safety on the Waterloo estate. The co-design of the safety action plan commenced with the Waterloo Wellbeing Safety Action Group hosting an open day at the Waterloo Neighbourhood Centre, including presentations by local health services, residents and Police. Residents reported their favourite part of the Waterloo estate is its people, social connections, green spaces and local parks.</p>	On Track

Collaboration

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

The City convenes a monthly Social Housing Operations Group with the NSW Department of Communities and Justice and NSW Land and Housing Corporation, to improve safety and amenity in social housing. This year, 82 items were escalated to the issues log with 51 resolved, representing a closure rate of 62%.
The City, in partnership with Counterpoint Community Services and the Surry Hills Neighbourhood Advisory Board, hosted Northcott Pet Day in September 2022 and Redfern/Waterloo Pet Day in June 2023. The events attracted over 750 residents and 440 companion animals including 282 dogs, 152 cats and six rabbits. The Cat Protection Society of NSW, RSPCA NSW, Sydney University Veterinary Teaching Hospital, and local veterinary clinics provided free pet health checks and advice to pet owners. Residents and their companion animals also accessed free collars, leashes and gift bags, engraved pet tags, flea and worming treatments, vaccinations, microchipping and desexing bookings.

On Track

Support people during urban renewal and development

Support communities to participate in social housing redevelopment projects

The City funded Counterpoint Community Services through a community services grant to provide capacity building and community development for social housing residents through the NSW Government's Waterloo social housing estate redevelopment. This project includes community advocacy, the coordination of monthly Waterloo Redevelopment Group community meetings and resident only meetings. The Counterpoint Waterloo Redevelopment program continues to support the design and implementation of the Waterloo Human Services Plan. In the last year, the program funded group and individual support; resourced two bilingual educators during consultation activities for the People and Place Framework; provided advice and resources for community engagement; and hosted social, capacity building and consultation activities.
The City also funded Redfern Legal Centre through an Ad Hoc Grant to provide social housing residents impacted by current and future redevelopments 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 Cowper Street, Glebe, Elizabeth Street, Redfern and Waterloo Estate (South). A state led rezoning process is currently underway for Explorer Street South Eveleigh. The City continues to advocate for high quality design, more social and affordable housing than what is generally proposed by the NSW Government, and the delivery of appropriate infrastructure to support future residents.

On Track

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

Major Programs

Progress To Date

Status

Partnerships

Work with councils across metropolitan Sydney to increase affordable housing supply

The City works in collaboration with other councils, community housing providers and the Department of Planning and Environment 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 project focuses on assisting councils implement affordable housing schemes; improving the availability of housing data for policy development; and fostering partnerships between councils and community housing providers for innovative delivery models.

On Track

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

The City's LGA wide affordable housing levy came into effect in July 2021. The City's levy scheme is expected to deliver an additional 1,950 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. Council has approved a planning proposal to increase the contribution rate in Ultimo/Pymont that has now been referred to the Department of Planning and Environment for approval. 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. A draft Planning Proposal for 923–935 Bourke Street, Waterloo included a planning agreement to deliver affordable housing on site. A draft planning proposal is also to be publicly exhibited for the onsite delivery of affordable housing at 118-130 Epsom Rd and 905 South Dowling St, Zetland.

On Track

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.	-	-	-	-	-	-	1,427	1,427	Total built affordable rental housing dwellings in the LGA	Indicator Only

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

Major Programs	Progress To Date	Status
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Facilitate supply of diverse range of housing

Monitor the balance of residential development to non-residential development in the city including the quantity and type of dwelling types

As at 30 June 2023 there were:

- 11,748 private residential dwellings approved or under construction in the city
- 3,932 non-private residential dwellings approved or under construction in the city
- 1,921 private residential dwellings lodged but not yet approved in the city
- 852 non-private residential dwellings lodged but not yet approved in the city

In FY2022/23 there were:

- 208 private dwellings completed
- 226 non-private dwellings completed

On Track

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	0	0	1,371.86	This year five grants were approved by Council. Support was provided through the Affordable and Diverse Housing Fund to St George Housing Limited to extend the role of the Aboriginal Affordable Housing Engagement Coordinator and through the Community services grant program to support four specialist Homelessness Services in the Inner City area.	Indicator Only
New dwellings approved	No.	1,079	2,800	-	139	227	384	130	880	The 130 dwellings approved last quarter is largely attributed to one DA, D/2022/481 which is for demolition and construction of a 44 storey tower at the George Street cinema site and includes retail, hotel and 115 residential apartments.	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
Partner with the Aboriginal and Torres Strait Islander community to deliver improved housing outcomes		
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 came into effect in February 2023. A project to develop culturally appropriate housing guidance is underway and discussions to confirm scope are ongoing.	On Track

Status definitions for Operational Plan progress reports

The City uses status types to summarise the overall status or progress of the deliverable.

Programs and projects:

	On track	Watch	Attention required
Program	Activities to deliver this program are progressing as expected.	Activities to deliver this program are progressing but minor issues or risks have been identified that may impact achieving all of the goals of this work.	A significant obstacle to delivering this program and achieving all the goals of this work has been identified and action is required.
Project	Work on this project is progressing as planned.	Work on this project is progressing but there is some risk to the project schedule, budget or outcomes and monitoring is required.	There is significant risk to the project schedule, budget or outcomes and corrective action is required.

Measures:

There are three different types of measures which have different status reporting parameters:

Within tolerance – these measures have a target with a tolerance and the status varies based on how large the variance is from that target as detailed in the table below.

On target – these measures have a target with no tolerance parameters. The status for these measures is either on track or attention required.

Trend – these measures do not have a target or have a target that is beyond the current financial year. This measure type is used to display a trend for demand or activity. When reported the status column for these measures says “Indicator Only” and the target column displays a “-“.

	On track	Watch	Attention required
Within tolerance	The measure result is on target or better than the target.	The measure has an unfavourable variance from target of up to 10%.	The measure has an unfavourable variance of more than 10% from target and action may be required.
On target	The measure result is on target or better than the target.	N/A - these measures do not use the “watch” status.	Any unfavourable variance from target.

Other status types:

Not yet due to report - Where a program, project or measure is not due to report in a particular report period, the status column will read “Not yet due to report”.

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.

DCP – Development control plan, providing detailed planning and design guidelines to support the planning controls in the local environmental plans.

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.

EEO – Equal employment opportunity.

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 is an independent organisation to protect the public interest, prevent breaches of public trust and guide the conduct of public officials in the NSW public sector.

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

LED – Light-emitting diode, a type of lightbulb

LEP – Local environment plans which are planning instruments that apply to the local area.

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.

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

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.

SEPP – State Environmental Planning Policies which apply across the state.

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.

Attachment A - Estimated Resident Population Re-baselining

There are a number of Community Strategic Plan Delivering Sustainable Sydney 2030-2050 targets and Operational Plan and Green Report measures that use the City of Sydney's residential population based on the ERP to produce a per capita measure.

The 2021 population of the city is now calculated at 214,851, which is 27,386 residents less than the un-rebased ERP estimate of 242,237, equal to an -11.3% change.

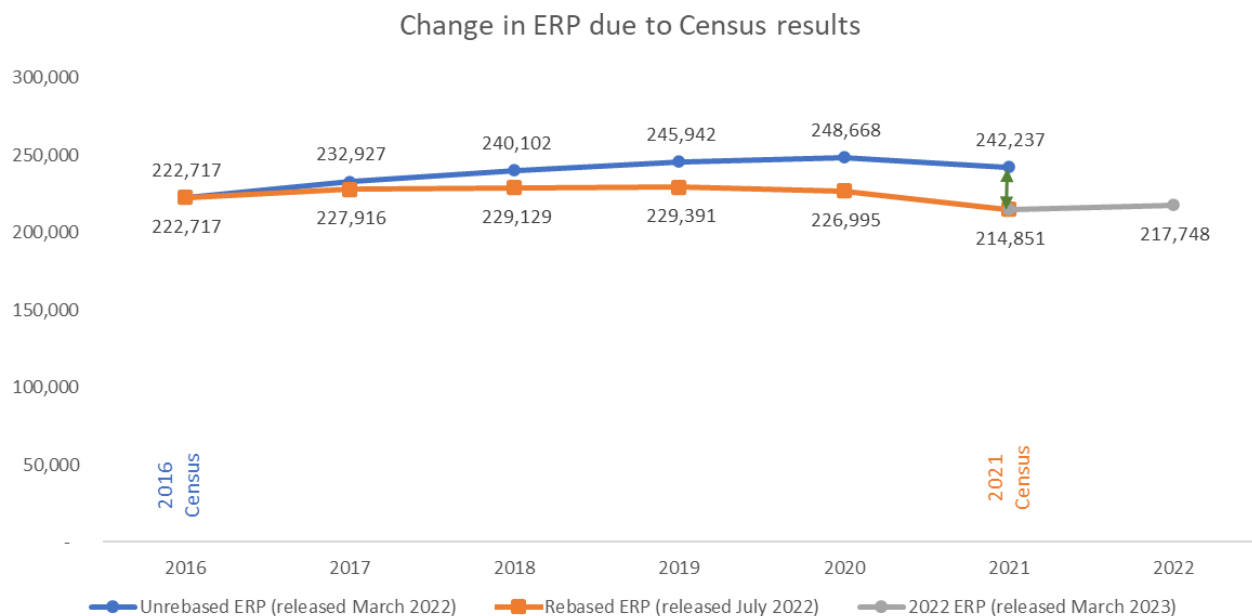
BACKGROUND

The estimated resident population (ERP) is the official estimate of the Australian population, which links people to a place of usual residence within Australia. The ERP excludes visitors (international and domestic) and is reported by the Australian Bureau of Statistics. The ERP is updated annually using the previous Census as a base (i.e., in 2006, 2011, 2016 etc.) then applying changes to the local population based on Medicare and electoral role counts (amongst other data sources). The ERP between each Census (intercensal) is known as the unrebased ERP.

The impacts of Covid-19 led to the city's ERP declining for the first time in more than 30 years. Various events, including the lockout of international students, sea-changers and tree-changers working remotely, and lack of work forcing people to move, were the main causes of the population decline.

The ABS issued their final intercensal ERP for 2021 in late March 2022. The unrebased ERP was 242,237 (an estimated fall of 6,431 residents from June 2021). The ABS reissued their 2021 ERP numbers in July 2022, based on the results of the 2021 Census. The re-basing resulted in revision to the ERP data for the period 2017 to 2021.

The chart below shows the distribution of the intercensal difference for the ERP spread from 2017 to 2021.



Other local government areas were also impacted by the reissued ERP data. The following table shows the impact of the re-baselined ERP in other local government areas in comparison to the City of Sydney.

2021 estimated resident population by local government area:

Local Government Area	Release date 29/03/2022	Release date 26/07/2022	Change	% change
Sydney	242,237	214,851	-27,386	-11.3%
Randwick	153,498	135,275	-18,223	-11.9%
Melbourne	169,860	153,674	-16,186	-9.5%
Inner West	199,759	183,772	-15,987	-8.0%
Darebin	162,501	150,335	-12,166	-7.5%
Moreland	184,707	173,541	-11,166	-6.0%
Gold Coast	643,461	633,764	-9,697	-1.5%
Port Phillip	112,092	103,508	-8,584	-7.7%
Brisbane	1,272,461	1,264,024	-8,437	-0.7%
Yarra	99,622	91,543	-8,079	-8.1%

The City of Sydney had the highest absolute reduction of -27,386 residents, nearly 10,000 more than Randwick.

Melbourne City was third with -16,186. Brisbane was 9th, but with a population of 1.2 million, the percentage change was less than 1%.

ISSUE

There are three operational plan measures which have been impacted by the ERP rebasing. The per capita results for these measures have been re-calculated in this paper based on the updated populations for those years to illustrate these results. More detailed information on how they have been impacted is provided below.

Sustainable Sydney 2030-2050 Delivering the Vision - Community Strategic Plan Target 3

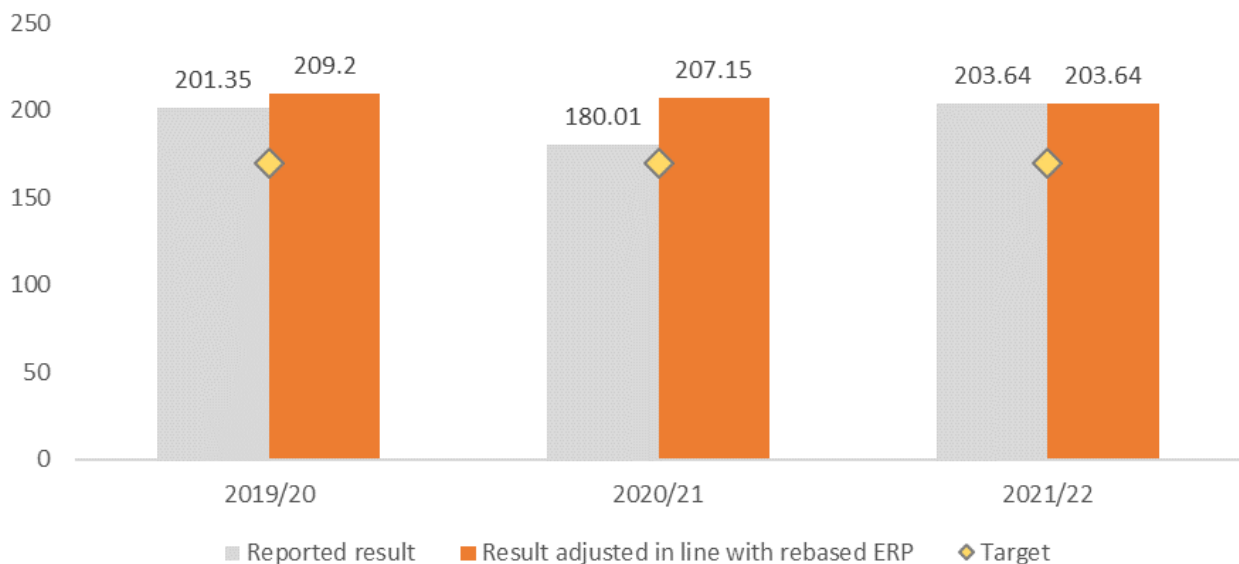
By 2030 residential potable water use will be reduced to 170 litres a person a day in the City of Sydney local area.

Operational plan measure: City of Sydney local government area residential potable water use per person per day. Target of 170 litres by 2030

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22**	2022/23
Reported result	-	-	-	201.35	180.01		To be reported Q4 2023/24
Result adjusted in line with rebased ERP	-	-	-	209.2	207.15	203.64	

* using preliminary June 2022 ERP data released March 2023

Q2 2022/23 operational plan report incorrectly contained data for 2021/22 of 180.02 - this is corrected in Q4 2022/23



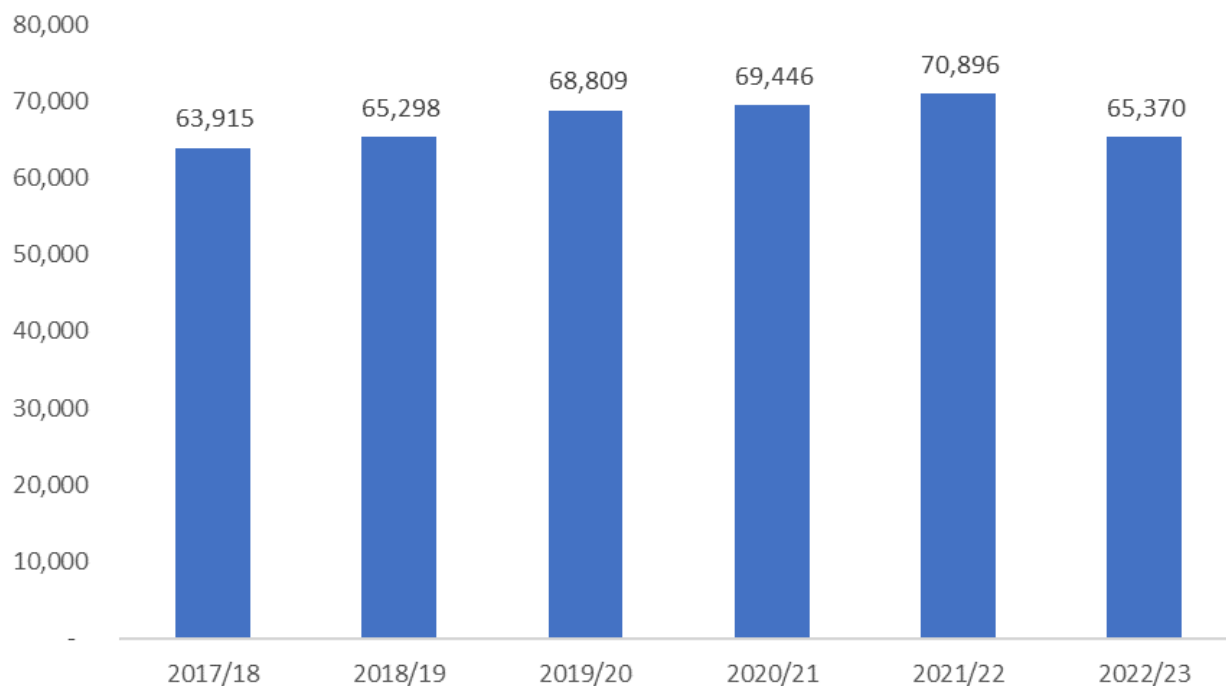
Sustainable Sydney 2030-2050 Delivering the Vision - Community Strategic Plan Target 4

By 2030 there will be a 15% reduction in waste generated by each person based on 2015 levels.

This measure captures the total amount of residential waste and then divides this amount by the current population.

Operational plan measure: Total residential waste collected (tonnes)

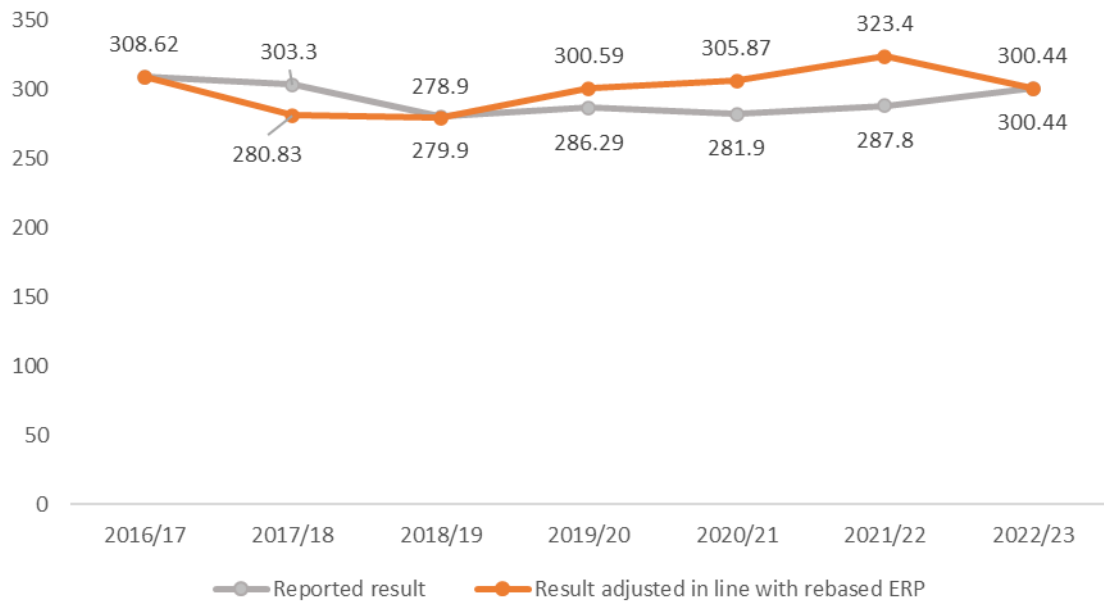
Waste per capita measures are calculated using total residential waste collected data. For reference this is shown in the chart below. This showed an upward trend during Covid-19 commencing in 2019/20 with a peak in 2021/22. For 2022/23 total residential waste collected has returned to pre Covid levels.



Operational Plan measure: Total residential waste collected per capita (kilograms)

	2014/15	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23*
Reported result	336.74	308.62	303.30	279.90	286.29	281.90	287.80	300.44
Result adjusted in line with rebased ERP		308.62	280.03	278.9	300.59	305.87	323.4	300.44

*using preliminary June 2022 ERP data released March 2023



Operational plan measure: Reduction in total residential waste collected per capita from 2015 baseline of 336.74 kg/capita.

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22*	2022/23**
Reported result	-	-	-	-	-	14.5%	11%
Result adjusted in line with rebased ERP						0.04%	11%

*new operational plan measure reported for first time in 2021/22

**using preliminary June 2022 ERP data released March 2023