

# **Attachment B**

**Annual Report  
Delivery Program 2022-2026  
Progress Report for 2023/24**



# Delivery Program 2022–2026 Progress Report

Annual Report  
2023/24

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

**CITY OF SYDNEY** 



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Cover image: George Street transformation, City Centre – Photo by Mark Metcalfe / City of Sydney

# Aboriginal and Torres Strait Islander statement

Aboriginal and Torres Strait Islander communities in the City of Sydney were extensively consulted more than a decade ago to inform Sustainable Sydney 2030 and this consultation continues today.

The First Peoples Dialogue Forum was an integral part of the community engagement process to ensure that Aboriginal and Torres Strait Islander voices were influential in developing Sustainable Sydney 2030 - 2050 Continuing the Vision. The Aboriginal and Torres Strait Islander Advisory Panel was also briefed and invited to participate in workshops and forums.

The City of Sydney is committed to listening to, working with and elevating the voices of Aboriginal and Torres Strait Islander peoples in the city. We acknowledge the harmful impact of colonisation and government policies is still impacting on the city's Aboriginal and Torres Strait Islander peoples. It has led to intergenerational trauma and disadvantage in housing, education, health and wellbeing.

By addressing housing affordability, cost of living and gentrification, we will work to prevent further displacement of Aboriginal and Torres Strait Islander peoples. The City of Sydney understands that these past injustices affect us all as a nation and must be addressed in consultation with Aboriginal and Torres Strait Islander peoples.

We recognise that the British occupation of the shores of Warrane, Sydney Harbour which began in 1788 had far-reaching and devastating impacts on the Eora nation. Longstanding ways of life were disrupted by invasion and the Aboriginal peoples' Country, lands and waterways appropriated.

Today Sydney is of prime importance as an ongoing centre for Aboriginal and Torres Strait Islander communities, cultures, traditions and histories.

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

The City of Sydney strives to reflect the needs and aspirations of Aboriginal and Torres Strait Islander communities and supports their quest for self-determination. By understanding the harsh truth of our shared past, we are laying the groundwork for a future that embraces all Australians, a future based on genuine engagement, mutual respect and shared responsibility for our land.

The ongoing custodianship of the Gadigal of the Eora Nation is an essential part of this future, as is Sydney's continuing place as central to Aboriginal and Torres Strait Islander cultures and communities.

We are working to embed principles that acknowledge the continuing cultural connection to, and care for Country by Aboriginal peoples. The principles aim to provide a new way to think about our responsibilities to the land, to heal and nurture it for future generations.

There are many sites across our local area with historical and cultural significance for Aboriginal and Torres Strait Islander communities. We have documented many of these in Barani / Barrabugu (Yesterday / tomorrow), a free guide to Sydney's Aboriginal histories.



Image 1. Members of the local Redfern community at the May 2024 launch of 119 Redfern Street, a new Aboriginal and Torres Strait Islander knowledge and culture centre. Photo by Joseph Mayers / City of Sydney

The City of Sydney works with and has achieved much with Aboriginal and Torres Strait Islander peoples and the Aboriginal and Torres Strait Islander Advisory Panel since 2008. These gains are consistent with the principles of cooperation signed between us and the Metropolitan Local Aboriginal Land Council in 2006. Here are some milestones:

- 2011 As part of the Eora journey project we committed to fund and install seven artworks by Aboriginal and Torres Strait Islander artists in public areas. It is part of our commitment to celebrate the living cultures of Aboriginal and Torres Strait Islander people.
- 2015 We adopted an inaugural Innovate reconciliation action plan in partnership with Aboriginal and Torres Strait Islander peoples as part of our deep commitment to reconciliation.
- 2016 We adopted the 10-year Eora journey economic development plan.
- 2020 A stretch reconciliation action plan built on our success and extended our actions. It includes targets to increase employment of Aboriginal and Torres Strait Islander peoples, spending with businesses, cultural learning activities for all staff and major public works such as the harbour walk Yananurala and bara, an artwork and monument to the Eora people.
- 2024 We opened the local Aboriginal knowledge and culture centre at 119 Redfern Street, delivering another project from our Eora Journey commitments. This provides a place for local Aboriginal and Torres Strait Islander communities to gather, share and support their needs.

Our actions and commitments will help to ensure the political, economic, social and cultural rights of Aboriginal and Torres Strait Islander peoples are embedded in subsequent economic, social, environmental and cultural change.

# Message from the Lord Mayor

To be added

A handwritten signature in black ink that reads "Clover Moore." The signature is written in a cursive style with a long horizontal flourish underneath the name.

Lord Mayor  
Clover Moore

# Message from the CEO

Our focus is continually about delivering the best service to our community that we can. Increasingly our community is interacting with us through digital channels. This year we launched City Connect, the City's new on-line service platform to improve the communities' interactions with us. This new service includes 84 smart digital forms that community members can use to request services on-line, stay informed on their requests and view dashboards where registered community members can view their rates, payments, permits and interactions.

This year 66% of contacts and requests were received through digital channels, an increase from 63% in the previous year and up from 57% 2 years ago. The number of requests for service from our community was up 7% this year to 197,882. This year we improved our response rate with 87% of service requests completed within agreed service levels compared 83% the previous year.

It's also encouraging to see visitors at our aquatic and leisure centres have increased the past year reaching 1.99 million, an 11.1% increase from the previous year. Perry Park Recreation Centre averaged a full-year occupancy of 88%, with an average of 106 teams participating each week – an increase of 19 teams from last year. We held an inaugural Open Day, which attracted over 300 adults and 200 children, and a Mardi Gras Volleyball Tournament, with more than 250 players.

Other community programs highlights for the year include:

- Meals on Wheels increase of 9% to 44,475 meals over the last year
- 298,470 people attending programs enhancing social inclusion, connection and participation
- 18% growth in attendance across our library network

- 8% increase in passenger trips delivered by the community transport service, a total of 8,782 trips.

## Domestic violence unfortunately has deepening impact on our community.

Our staff coordinated 4 inner city domestic and family violence forums. A total of 195 professionals attended, supported by Domestic Violence NSW, Full Stop Australia, the Centre for Women's Economic Safety, NSW Police, Department of Home Affairs, Mudgin-Gal Aboriginal Corporation, Re-Love, Wirringa Baiya Aboriginal Women's Legal Centre, St Vincent's Hospital Sydney, and GambleAware, NSW Aboriginal Women's Advisory Network and ACON.

The management and overall reduction of waste is a key objective of our council. This year City staff delivered 483 waste avoidance activities to 4,830 residents and visitors in the city. This included 4 clothes swaps where 537 people attended and swapped 670 kilograms of clothing, 4 sewing workshops where 80 people learnt simple mending skills to extend the wearable life of their clothing, 49 pop-up info stalls across 23 locations where over 2,000 people engaged with staff about waste-wise shopping, reusable coffee cups, sustainable gifting and how to recycle tricky items such as electronics and clothing.

The City hosted 4 "Recycle It Saturday" events this year, in partnership with Waverley and Woollahra Councils, attended by 3,307 people, with 71.47 tonnes of materials redistributed for reuse and recycling. Beginning this year, residents can now also drop-off blister packs, bicycles and scooters at these events.

The total amount of residential waste collected per capita this year is the lowest it has been since 2018/19 and as a result we reached our 2030 target of 15 per cent through an 18 per cent reduction in the total amount of residential waste collected per capita in 2023/24.

To further reduce our water usage, we commissioned a new recycled water system at Getiela sports field at Alexandria Park and a new scheme is in development for Erskineville Oval, Solander Park and Harry Noble Reserve. Also, we are trialling smart irrigation software together with Sydney Water, contributing to a reduction of our annual potable water usage to 110.8 mL compared to the 2006 baseline of 128 mL. An additional 53.2 mL of non-potable water was recycled for parks irrigation use.

We have expanded our electric vehicle fleet with the purchase of an additional 20 electric passenger vehicles bringing the total number of owned electric assets to 42, made up of a mix of 39 passenger vehicles, 1 truck, 1 buggy and 1 footway sweeper as well as an electric buggy.

Council endorsed a number of key strategies such as the Access Strategy and Action Plan – A City for Walking; Haymarket and Chinatown Revitalisation Strategy; Haymarket public domain plan; Erskineville and Alexandria Traffic and Transport Study and a Resilience Strategy to address the resilience challenges in the City of Sydney area. We continue to support the wider Sydney metropolitan resilience program and strategy refresh with 32 other Sydney councils.

The City continued to be recognised as a leader in EEO, diversity and inclusion by providing employees with benefits such as care and culture leave, and workplace flexibility. I am proud to lead an organisation which was reaccredited as a Disability Confident Recruiter for a third successive year and to be awarded the 2024 Local Government Professionals Australia (NSW) Excellence Award for Organisational Diversity and Inclusion for our Employee Networks.

I wish to acknowledge the great work that all of our committed staff perform each day, across our local government area, whether it is our front line or support services, to support our growing community of residents, workers, visitors and businesses.



Chief Executive Officer

Monica Barone



# About Sydney

The City of Sydney is the local government authority responsible for the area shown on the map. We share some areas of authority with other agencies at different levels. The NSW Government has an explicit strategic interest. State agencies also have key planning and development responsibilities.

Within these boundaries, waterways and some public areas are under the executive control of different NSW government agencies. These include:

- Commonwealth Department of Defence Property and Development NSW
- Department of Climate Change, Energy, the Environment and Water
- Homes NSW
- Infrastructure NSW
- NSW Department of Planning, Housing and Infrastructure
- Placemaking NSW
- Port Authority of NSW
- The Centennial Park and Moore Park Trust
- The Royal Botanic Gardens and Domain Trust
- Transport for NSW

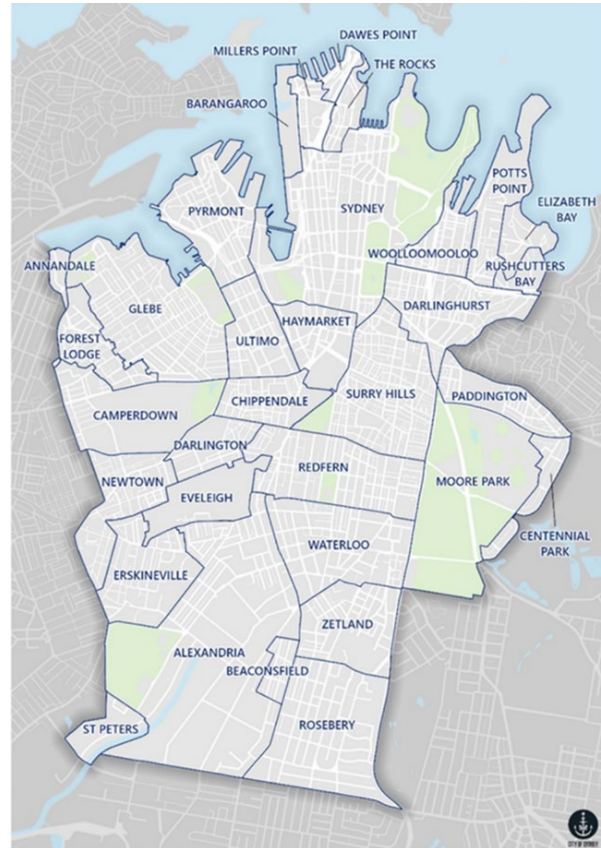


Figure 1. Map of City of Sydney area suburbs

## Defining Sydney

**The Council of the City of Sydney (or the City of Sydney)** is the organisation, responsible for the administration of the local government area.

**The Council** is the elected Councillors of the City of Sydney. The most recent election was held on 4 December 2021 and the current term will run until September 2024.

**The city (or the local area / our area)** is the geographical area administered by the City of Sydney and its physical elements. It is made up of 33 suburbs wholly or partly within our local government area boundary.

**The city centre** is the Sydney central business district and includes major civic functions, government offices, and cultural and entertainment assets. It runs between Circular Quay and Central station, The Domain / Hyde Park and Darling Harbour.

**Eastern City District** as defined by the Greater Cities Commission, is ‘the engine room of Greater Sydney’s economy’. The City of Sydney area is within the Eastern City District. The district also includes these local government areas: Bayside, Burwood, City of Canada Bay, Inner West, Randwick, Strathfield, Waverley, and Woollahra.

**Greater Sydney, or metropolitan Sydney**, extends from Wyong and Gosford in the north to the Royal National Park in the south and follows the coastline in between. Towards the west, the region includes the Blue Mountains, Wollondilly and Hawkesbury. Greater Sydney covers 12,368 square kilometres.



Image 2. Children playing a game during vacation care at Redfern Community Centre, Redfern. Photo by Chris Southwood / City of Sydney

# About the City of Sydney

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## The City of Sydney – roles and responsibilities

The City of Sydney is a local government organisation governed by the requirements of the *NSW Local Government Act 1993* and Regulation, the *City of Sydney Act 1988* and other relevant legislative provisions.

Councils exist to:

- provide a representative, informed and responsible decision-making body
- develop the local community and its resources in a socially just and environmentally responsible way
- ensure local public services and facilities respond effectively to community needs.

Council policy, strategic directions and major corporate decisions are determined by the elected Council, chaired by the Lord Mayor. Day to day operations are largely delegated to the Chief Executive Officer or managed in conjunction with the Lord Mayor, as provided for in council resolutions and delegations, and in line with relevant legislation.

The Local Government Act includes principles for local government which identify the matters councils need to consider when carrying out their responsibilities. While following these guiding principles, in reality councils have a range of roles – as a leader, service provider, regulator, advocator, facilitator and educator.

Councils have a responsibility to formulate and pursue their community's vision and ideas, provide civic leadership, provide key services and express local ideas and concerns about important issues to other levels of government.

There are services that all councils must provide, and some that councils can choose to make available. Many services are also provided by different NSW and federal agencies, such as public transport, hospitals and education. There are new policy approaches that influence or direct the City of Sydney's responses, and legislation that affects the provision of current services.

### **Functional responsibilities**

- Provide for local services and manage facilities that benefit ratepayers, residents and visitors.
- Protect the environment and improve local amenity.
- Represent and promote the interests of ratepayers and residents.
- Attract and provide infrastructure for commerce, tourism and industry.
- Establish and support organisations and programs targeting the local community.
- Protect health and provide for the welfare, wellbeing and interests of the local community.
- Provide for development in the local area.
- Manage, improve and develop resources available to Council.

The City of Sydney's roles extend beyond providing services to advocating for an equitable allocation of resources from the NSW and federal governments.



The chart below shows the City of Sydney’s organisational structure and senior executive. The directors lead the provision of key services and delivery of programs and projects to achieve the community’s vision.



Figure 2. City of Sydney organisational chart

Corporate performance is monitored through quarterly financial reports, and 6-monthly operational and whole of council term performance reports to council and the community.



## Our awards

Over the year the City of Sydney has been recognised for numerous awards. A list of those awards follows:

Monica Barone, CEO, City of Sydney – Public Service Medal – Australia Day 2024 Honours List (Meritorious Awards)

City of Sydney Councillor HY William Chan – winner of the Emerging Sustainable Architect/Designer category of the 2023 Sustainability Awards

Bridget Smyth, City Architect and Executive Manager City Design and Public Art City Design, City of Sydney – Life Fellowship by Australian Institute of Architects

Chris Thomas, Design Manager, City Design, City of Sydney – awarded the President's Award of the Australian Institute of Landscape Architects awards (NSW)

Fiona Campbell, Manager Cycling Strategy, City Access & Transport, City of Sydney – winner of the Unsung Hero category of the Sydney Awards

Stan Fitzroy-Mendis, Planning Manager, Planning Assessments, City of Sydney – winner of the Smart City Leader category of the Urban Development Institute (UDIA NSW) & NBN Co Leadership awards for excellence

Green Square town centre – winner of the Government leadership category of the Property Council of Australia's Innovation and Excellence Awards

11 Gibbon Street, Redfern – winner of the Best Affordable Housing Development (Landcom award) category of the Property Council of Australia's Innovation and Excellence Awards

Drying Green Park – winner of the Landscape Architecture Awards – Infrastructure category of the 2023 Australian Institute for Landscape Architects (National program) Awards

The City of Sydney's Progressive leadership in diversity and inclusion program – winner of the Diversity and Inclusion Leadership Award for Excellence category of the Urban Development Institute of Australia (UDIA) and MYBOS Awards

The City of Sydney's and Business Events Sydney's BESydney Impact programme – winner of the Impact Award category of the 2023 Global Destination Sustainability Awards

The City of Sydney's Street tree master plan – winner of the National Climate Positive Design category of the 2023 Australian Institute of Landscape Architects Awards

Transformation of George Street, Sydney – winner of the Built projects (City and regional scale) category of the 2024 Australian Urban Design Awards

The City of Sydney's with QMS – winner of the Excellence in Design and Construction category of the 2024 Outdoor Media Association Industry Awards

119 Redfern Street, Redfern – winner of the Architecture Award category of the National Trust (NSW) Heritage Awards

The City of Sydney's ePlanning Platform – Silver award winner of the Service – Government category of the 2023 Sydney Design Awards

The City of Sydney's 3D Virtual Tours - Optimising Venue Booking – Silver award winner of the Service – Government category of the 2023 Sydney Design Awards – Silver award winner of the Service – Government category of the 2023 Sydney Design Awards

The City of Sydney's TRIRIGA IWMS Phase II – Silver award winner of the Service – Government category of the 2023 Sydney Design Awards

The City of Sydney's Diversity Employee Networks – winner of the Organisational Diversity and Inclusion category of the NSW Local Government Excellence Award

The City of Sydney's Visitor and Contractor Management System – Silver award winner of the Service – Government category of the 2023 Sydney Design Awards

The City of Sydney's Height of building and FSR alignment study with Hill Thalys Architecture + Urban Projects and Olsson Architects – commended for the Leadership, Advocacy and Research – Local and Neighbourhood Scale category of the 2024 Australian Urban Design Awards

Southern Sydney Regional Organisation of Councils – Procure Recycled: Paving the Way – finalist in the NSW Circular Economy Award category of the 2023 Banksia Foundation's NSW Sustainability Awards

The City of Sydney's Modern Workplace Flexibility – finalist in the People, Workplace, Wellbeing category of the NSW Local Government Excellence Award

The City of Sydney's Purpose and Values – finalist in the Innovative Leadership category of the NSW Local Government Excellence Award

The City of Sydney's Transforming the Community Venue Booking Journey with 3D Virtual Tours – finalist in the Special Project Initiative category of the NSW Local Government Excellence Awards



Image 3. Hyde Park flowerbed, Hyde Park, Sydney. Photo by Phoebe Pratt / City of Sydney



# The integrated planning and reporting framework

Integrated Planning and Reporting (IP&R) allows councils to bring plans and strategies together in a way that supports a clear vision for the future and provides an agreed roadmap for delivering community priorities and aspirations. While councils lead the IP&R process, it is a journey that they undertake in close consultation with communities, elected representatives, other levels of government and the private sector.

IP&R gives the City of Sydney a framework for identifying the priorities of its many communities and creating a holistic planning approach to achieve those goals in a sustainable way, given the resources available.

Introduced by the NSW Government in 2009, the integrated planning and reporting framework is one of the principles of the Local Government Act and applies to all NSW councils.

Using this framework, the City of Sydney has prepared numerous plans that detail how we intend to deliver on the communities' priorities identified through consultation and engagement, which is articulated in Sustainable Sydney 2030–2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030–2050.



Image 4. Turruwul Park, Rosebery. Photo by Chris Southwood / City of Sydney

The framework provides the mechanism for implementing Sustainable Sydney 2030–2050 Continuing the Vision, and the Community Strategic Plan Delivering Sustainable Sydney 2030–2050 is the highest-level plan within this framework. It was adopted in June 2022 after extensive community consultation.

The diagram below illustrates our IP&R framework suite of documents and how they are interrelated. It is adapted from the NSW Office of Local Government Guidelines, available from [olg.nsw.gov.au](http://olg.nsw.gov.au)

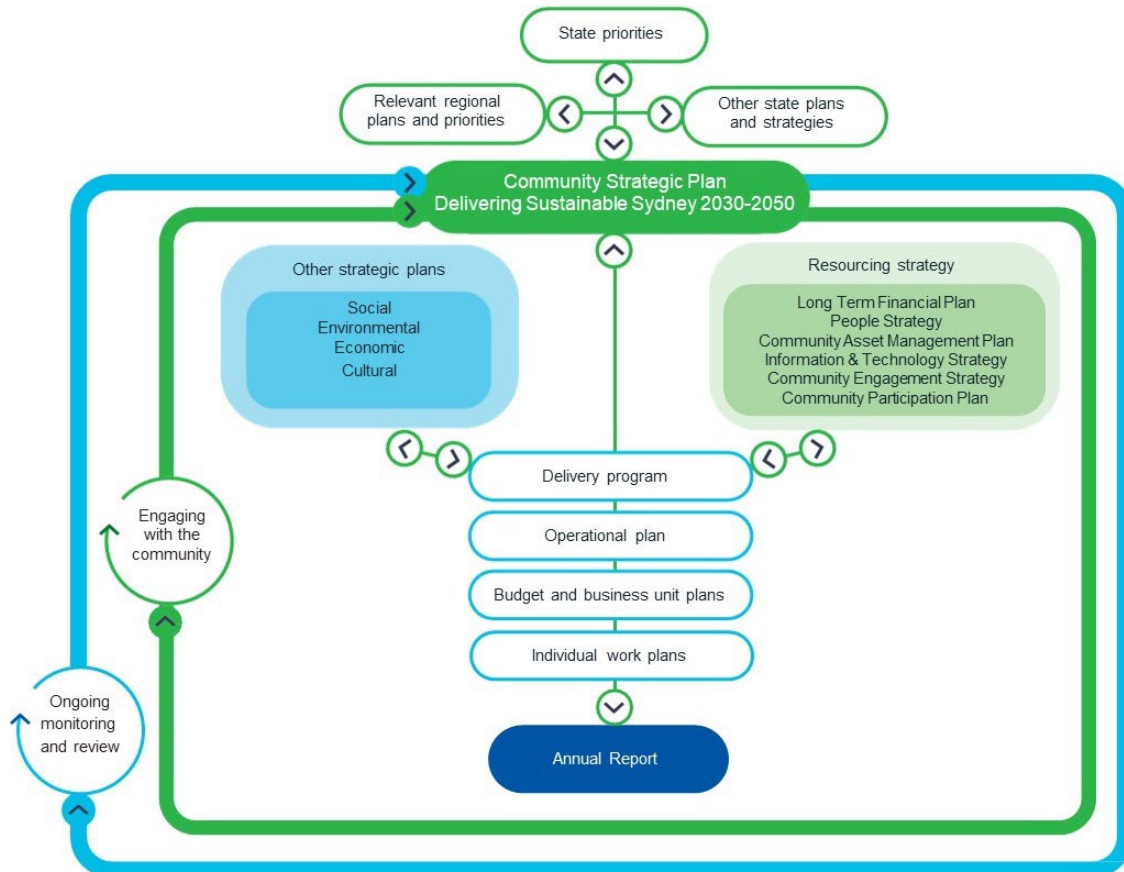


Figure 3. Integrated planning and reporting framework diagram adapted from Office of Local Government (OLG)

### How the documents relate

The suite of integrated planning documents represents the City of Sydney’s response to the statutory framework for planning and reporting.

The community strategic plan Delivering Sustainable Sydney 2030–2050 is the highest level plan that we will prepare. It was developed with, and on behalf of, the communities we serve. It identifies the community’s main priorities and aspirations and guides all our other strategies and plans which help us to achieve these.

It takes a long-term view, identifying issues and opportunities to be addressed in the city over the next 3 decades. We update this plan every 4 years, in line with government requirements, and to adapt to changing circumstances and community aspirations. The community strategic plan is structured around 10 strategic directions.

The delivery program acts as the link between the long-term community strategic plan and the annual operational plan.



Our delivery program 2022–2026 identifies the actions we will take over 4 years that support the community strategic plan outcomes. The delivery program structure reflects the community strategic plan with activities aligned with the 10 strategic directions.

Our operational plan is an annual plan with more details of individual activities. It sets out the specific projects, programs and activities to be delivered in the year ahead and is aligned with our delivery program. It also includes the City of Sydney's statement of revenue policy for rates and annual charges, the fees and charges schedule, details of the grants and sponsorship program and other relevant budgetary information.

Our annual report consists of 3 components – financial statements, statutory returns and our delivery program progress report (this document) which are all at [cityofsydney.nsw.gov.au](https://cityofsydney.nsw.gov.au)

## **Resourcing the plan**

To support the community's objectives expressed in the community strategic plan a long-term resourcing strategy is required as part of the IP&R framework.

The resourcing strategy ensures the City of Sydney has adequate resources to achieve the planned outcomes for which it is responsible, while maintaining the long-term sustainability of the organisation.

The resourcing strategy spans a period of 10 years and has 5 components:

### **1. Long term financial plan**

The long term financial plan is a 10 year plan that identifies current and future financial capacity to act on the aspirations of the community strategic plan, including providing high quality services, facilities and infrastructure to the community.

### **2. People (workforce) strategy**

The people strategy outlines the key issues impacting the City of Sydney's workforce and seeks to guide people related decision making, priorities and investment to support the outcomes in the community strategic plan.

### **3. Community asset management plan**

The asset management plan ensures appropriate standards for maintenance and renewal of key assets, detailing status and resource requirements. These assets are valued at approximately \$13 billion (including land) under City of Sydney care and control.

### **4. Information and technology strategy**

This strategy sets the information and technology direction and priorities that are aligned with the community strategic plan, community needs and government information and data policies. It guides information and technology related decision making, priorities and investment.

### **5. Community engagement strategy and community participation plan**

The community engagement strategy sets out a framework for how we consult diverse communities and collaborate, involve and empower communities to take part in shaping the future of our city.

The community participation plan is included in the community engagement strategy to make it easier for community members to understand. However, it can read as a stand-alone plan that responds to the requirements of the Environmental Planning and Assessment Act.

The resourcing strategy should be read in conjunction with the delivery program and the operational plan to identify the resourcing needs for our activities.

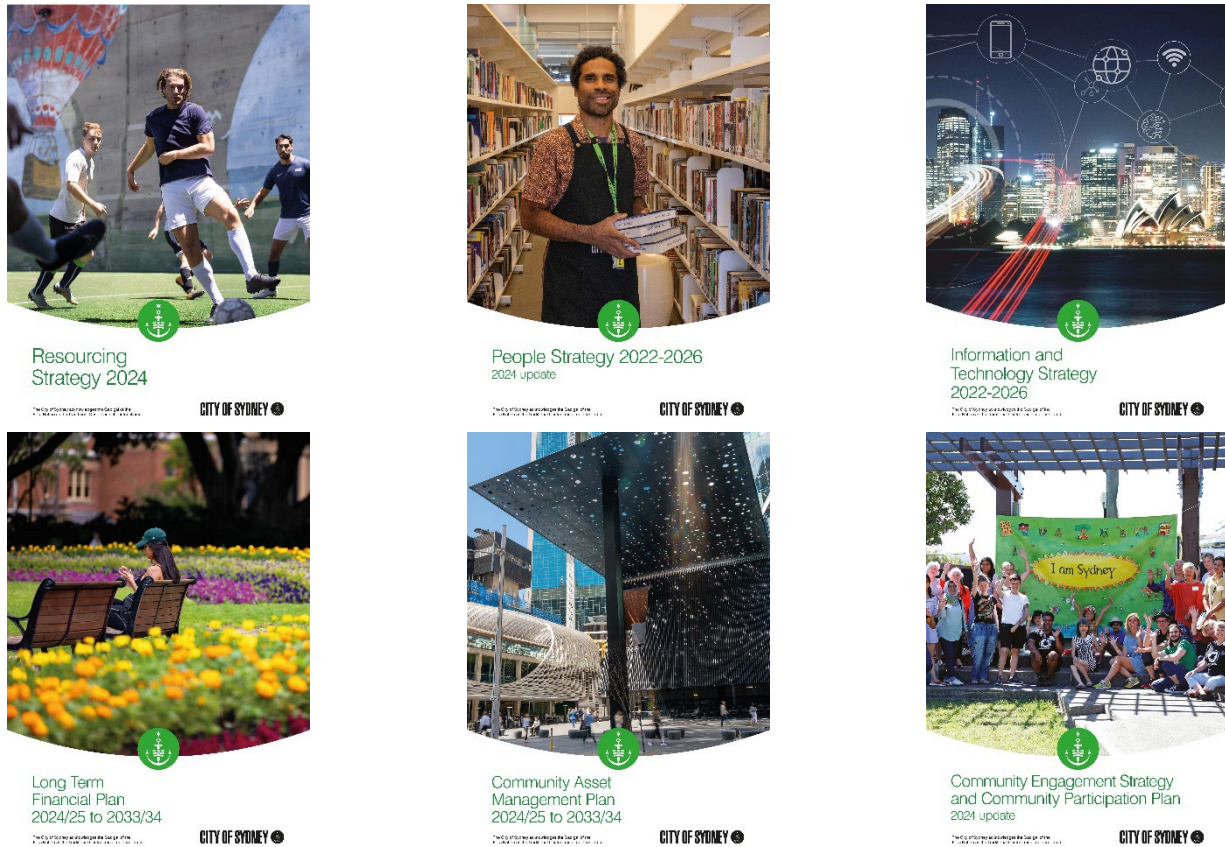


Figure 4. Sydney of Sydney 2024 resourcing strategy and integrated documents

### Monitoring and review

The City’s key plans are prepared and updated periodically in line with the IPR framework and OLG Guidelines and are subject to a review following the election of each new Council. The review process includes extensive engagement and input from all business units at the City and feedback from the community from submissions and other engagement activities, as well as consideration of planning priorities of other levels of government and agencies.





The IP&R framework includes a reporting process to communicate how we are progressing towards our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 to the Council and the community. We do this through half-yearly, annual and four-yearly performance reports and quarterly and yearly financial reports to council.



Additionally, Sustainable Sydney 2030-2050 Continuing the Vision and the community strategic plan contain 10 targets to measure progress.

# 2030 – 2050 Targets




## Progress against our targets

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 outlines 10 targets which are structured around our 10 strategic directions. A snapshot of our progress is below.

| Sustainable Sydney Target  | Progress  |
|--|---|
|  <p><i>By 2035 we will achieve net zero emissions in the City of Sydney local area</i></p>  | <p>As at June 2023, annual greenhouse gas emissions were 3,429 tonnes CO<sub>2</sub>-e, a decrease of 41% per cent across the local government area, based on 2006 levels.</p>  |
|  <p><i>By 2050 there will be a minimum overall green cover of 40%, including 27% tree canopy cover.</i></p>   | <p>Total canopy cover of the local government area has increased from 15.5% per cent in 2008 to 20.9% in 2024. In our area 33.2% was green cover.</p>   |
|  <p><i>By 2030 residential potable water use will be reduced to 170 litres a person a day in the City of Sydney local area.</i></p> <p><i>Non-residential potable water use will be reduced by 10% (measured per square metre) from 2018/19 levels.</i></p>  | <p>In 2022/23, each person in the City of Sydney local area used 221 litres of water each day.</p> <p>Non-residential potable water use has decreased 29% from the 2019 baseline.</p>   |
|  <p><i>By 2030 there will be a 15% reduction in waste generated by each person based on 2015 levels. And by 2030 there will be 90% recycling and recovery of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.</i></p> | <p>In 2023/24 there was an 18% reduction in the amount of residential waste collected per capita from the 2015 baseline. 50% of residential waste from our local area was diverted from landfill in 2023/24.</p> <p>Results for diversion of waste from landfill for commercial and industrial businesses and construction and demolition projects in our local area are derived from NSW EPA data for the whole state and a study completed in 2021. We estimate 47% of commercial and industrial waste is being diverted from landfill (data from 2021 study of local area). 78% of construction and demolition waste in our local area was diverted from landfill in 2022/23 (NSW EPA data for the state).</p> |

| Sustainable Sydney Target  | Progress  |
|--|---|
|  <p><i>By 2036 there will be approximately 700,000 jobs in the City of Sydney local area including 200,000 new jobs compared to 2017. An increased proportion of all jobs will be secure jobs.</i></p>  | <p>There were 519,839 jobs in the local area at last count in 2022. This is an increase of 18,000 jobs between 2017 and 2022. Growth was strongest in the finance and financial services sector.</p>  |
|  <p><i>By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings that include boarding houses and student accommodation.</i></p> <p><i>Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable housing with this proportion maintained into the future.</i></p> | <p>As at June 2024, in the local area there were:</p> <ul style="list-style-type: none"> <li>– 124,010 private dwellings representing 79.5% of the private dwelling target for 2036. This is a net increase of 1,287 between June 2023 and June 2024,</li> <li>– 16,366 non-private dwellings (boarding house rooms, student accommodation rooms, residential care services), or 93.5% of the non-private dwelling target for 2036,</li> <li>– an estimated 9,580 social housing dwellings, representing 7.7 per cent of private dwellings,</li> <li>– 1,447 built affordable and diverse housing dwellings, representing 1.2% of private dwellings,</li> <li>– 556 affordable and diverse housing dwellings in the development pipeline, and</li> <li>– a further 1,385 affordable and diverse housing dwellings that are in the pre-application stage.</li> </ul> <p>The City's LGA wide affordable housing levy came into effect in July 2021. The City's levy scheme is projected to deliver an additional 1,950 affordable dwellings.</p> <p>If considered all together, the built, pipeline, expected and projected number of affordable and diverse housing dwellings is expected to exceed 5,200 by 2036. This equates to roughly 44 percent of the 12,000 affordable dwellings target for 2036, or about 3.4 percent of the private dwellings target for 2036.</p> |



| Sustainable Sydney Target  | Progress  |
|--|---|
|  <p><i>By 2036 there will be at least 40,000m<sup>2</sup> of new cultural production floor space in the City of Sydney local area compared to 2017.</i></p>   | <p>Between 2017 and 2022, the city’s creative floor space decreased by 63,992m<sup>2</sup> from 1,212,900 m<sup>2</sup> to 1,148,908 m<sup>2</sup>.</p> <p>The next release of data will be available when the City of Sydney Floorspace and Employment Survey is undertaken in 2026/27.</p>  |
|  <p><i>By 2050 people will use public transport, walk or cycle to travel to and from work. This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area.</i></p> | <p>At the time of the 2021 Census, the proportion of workers who used public transport, walked or cycled to come to work in our area was 51.4%. (70.4% in 2011, 74.0% in 2016).</p> <p>The 2021 Census was conducted during a lockdown where many people worked from home and the result of 51.4% using public transport/cycling/walking is not an accurate representation of the longer term trends of public and active transport use.</p> <p>However, NSW government data shows trips on public transport in the Sydney CBD increased from an average of 12 million in June 2021 to 22 million in June 2024.</p> |
|  <p><i>By 2030 every resident will be around a 10-minute walk to what they need for daily life.</i></p>   | <p>As at June 2022 the following proportions of residents lived within a 10-minute walk (800 metres) of the following services:</p> <ul style="list-style-type: none"> <li>- fresh food – 99.95%,</li> <li>- child care – 99.38%,</li> <li>- health – 100%,</li> <li>- leisure – 99.97%,</li> <li>- social – 99.94%,</li> <li>- learning – 99.3%,</li> <li>- cultural – 97.5%</li> <li>- public open space – 100%.</li> </ul>   |

**Sustainable Sydney Target**

**Progress**



*By 2050 community cohesion and social interaction will have increased. This is based on at least 75% of the local resident population feeling part of the community, agreeing most people can be trusted and believing that when needed, they can get help from their neighbours.*

The 2023 wellbeing indicators showed that:

- 72% of those surveyed believed that most people can be trusted. That was unchanged from 2018, up from the baseline of 67% in 2011 but slightly lower than the 2015 result of 75%.
- 46% of those surveyed felt satisfied with feeling part of the community. This is slightly higher than the 2018 result of 44%, but a little lower than the 49% baseline in 2011.
- 53% of those surveyed say they can ‘definitely’ or ‘sometimes’ get help from their neighbours when needed, which is higher than the 2018 results of 50%, but lower than the 2011 baseline of 55%. This is in contrast to 72% of those surveyed saying they are definitely willing to help their neighbours.



# Delivery Program 2022–2026 Progress Report

June 2024

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

**CITY OF SYDNEY** 



The Council of the City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area. We acknowledge Elders past and present and celebrate the diversity of Aboriginal and Torres Strait Islander peoples and their ongoing cultures and connections to Country.

**Cover image:** George Street transformation, City Centre – Photo by Mark Metcalfe / City of Sydney

# Delivery Program Progress Report

An assessment of the City’s performance for the year 2023/24 on the objectives and targets in its delivery program and the effectiveness of the principal activities follows. Instructions on how to read this report is below.

## How to read this report

Community Strategic Plan (CSP) strategic direction → **SD05 A city for walking, cycling and public transport**  
 CSP objective → **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**

CSP & Delivery Program Action → **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         |                |      |      |      |      |                   |  |          |
|--|---|----------------|---|----------------|----------------|------|------|------|------|-------------------|--|----------|
| <b>Safe, connected cycleways</b>   |   |                |   |                |                |      |      |      |      |                   |  |          |
| 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 and Progress Commentary | Complete       |                |      |      |      |      |                   |  |          |
| Major Programs   | Progress To Date  |                |   | Status         |                |      |      |      |      |                   |  |          |
| <b>Safe, connected cycleways</b>   |   |                |   |                |                |      |      |      |      |                   |  |          |
| 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 Philip in the city centre), Portman Street (Green Square), Gadigal Avenue, Potter Street and Crystal Street (Waterloo), Pitt Street (King to Circular Quay, permanent version), College Street, Booth Street. Progress Commentary |                |   | On Track       |                |      |      |      |      |                   |  |          |
| Collaboration  |   |                |   |                |                |      |      |      |      |                   |  |          |
| <b>Safe, connected cycleways</b>   |   |                |   |                |                |      |      |      |      |                   |  |          |
| Key Performance Indicator  | Unit  | 2020/21 Result | 2021/22 Result  | 2022/23 Target | 2022/23 Result |      |      |      |      | Comment           | Status   |          |
|  |   |                |   |                | Q1             | Q2   | Q3   | Q4   | YTD  |                   |  |          |
| <b>New separated cycleways provided</b>  | Km  | 7.51           | 8.54  | 7              | 0.91           | 2.74 | 0.41 | 0.17 | 4.23 | Numerical results | The following sections of the Strategic Base Network: King Street between Pitt Street and Philip Street, Pitt and College Street between Oxford Street and Prince Albert Road. Progress Commentary | On Track |

Operational Plan Action Project →

Operational Plan Action Program →

Operational Plan Measures →

# City of Sydney – Delivery Program 2022-2026 – Progress Report 2023/24

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**Status definitions for progress reports**

**Glossary**

*This report was previously published at the 12 August 2024 Committee meeting. 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          |
|--|--|-----------------|
| <b>Governance, risk and audit frameworks</b>   |  |                 |
| Implement systems and practices to embed a strong risk management and corporate compliance culture at the City   | The City's draft risk appetite statement was developed in late 2023 and will presented to Council for endorsement in Q2 2024/25. Risk management KPI's continue to be tracked to drive continuous improvement. Revised Risk Management Procedures are being launched with updated tables and risk matrix. The Compliance Obligations Policy was revised and a new Compliance Management Procedure has been developed. Information briefing sessions are being rolled out to educate staff on their compliance responsibilities. The City's Legislative and Regulatory Change register is continually updated in response to amendments in legislation or other authority documents, ensuring primary stakeholders are promptly notified.   | <b>On Track</b> |
| Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan | Risk assessment and planning for psychosocial hazards is underway as part of efforts to provide a psychologically safe workplace. An early intervention physiotherapy program piloted this year to improve injury outcomes will also continue into 2024/25.<br><br>The City's Safety Management System was externally audited and was found to be effectively meeting WHS legislation and operating efficiently.   | <b>On Track</b> |
| Deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City                           | The City's integrity framework has been supported by a wide range of governance programs. Senior Corruption Prevention Officers from the Independent Commission Against Corruption presented at a Senior Managers Briefing. The annual fraud and corruption action plan 2023/2024 was implemented. A fraud control maturity assessment internal audit was completed. The biannual corporate fraud and corruption risk assessment and annual business unit fraud and corruption control plans are being finalised. The annual delegate disclosure process was completed together with quarterly reviews of general conflict of interest disclosures in the conflicts of interest register. A significant review of the Register of Delegations from CEO to Directors and Staff has been finalised and changes will be implemented shortly, supported by communications and training sessions. The Code of Conduct awareness campaign included manager led code of conduct refresher training on misuse of council resources, monthly new starter training sessions and the publication of regular Know Your Code articles supported by practical manager talking points. A new Public Interest Disclosure Policy was approved by Council, organisation wide communications were issued on this new policy and mandatory training for all disclosure officers and managers has been completed. | <b>On Track</b> |
| Implement a risk based and comprehensive annual internal audit plan  | The City's four year strategic internal audit plan was approved by the Audit Risk and Compliance Committee on 20 June 2024. Implementation of the current plan remains on track.   | <b>On Track</b> |
| Deliver completed annual financial statements without qualification by the Audit Office of NSW   | At June 2024, preparation work for the 2023/24 Annual Financial Statements is underway. In accordance with the year end financial reporting timetable, the draft statements will be prepared for audit by the Audit Office of NSW in August and September, with the audited Financial Statements intended to be presented to Council for authorisation at the October 2024 meeting. Progress to date is in line with the year end timetable.   | <b>On Track</b> |



### Foster leadership capabilities

Ensure Councillors have access to relevant information, development 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. The City is committed to providing 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

Support continues across a wide range of areas and covering all aspects of the organisation's operations.

**On Track**

### Governance, risk and audit frameworks

| Key Performance Indicator            | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |    |    |    |     | Comment | Status         |
|--------------------------------------|------|---------|---------|---------|----------------|----|----|----|-----|---------|----------------|
|                                      |      | Result  | Result  | Target  | Q1             | Q2 | Q3 | Q4 | YTD |         |                |
| Public interest disclosures received | No   | 2       | 3       | -       | 0              | 1  | 1  | 0  | 2   |         | Indicator Only |
| Lost time injuries                   | No   | 22      | 45      | -       | 12             | 12 | 10 | 9  | 43  |         | Indicator Only |

### Foster leadership capabilities

| Key Performance Indicator   | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 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   |   | Indicator Only |
| Complaints upheld regarding fraud or corruption by City staff                   | No.  | 3       | 2       | -       | 0              | 0  | 0  | 1  | 1   | One complaint regarding historic fraud by a former City employee was upheld in this period. Discussions with external agencies not yet finalised. | Indicator Only |

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

| Major Programs  | Progress To Date  | Status          |
|---|---|-----------------|
| <b>Continuous improvement</b>   |   |                 |
| Identify and implement business and service improvements to optimise the efficiency and effectiveness of key services   | Work continued to improve the efficiency and effectiveness of internal corporate services, with a focus on human resources and delegations. This will streamline processes, free up staff time and improve employee satisfaction. A review of procurement and contract management is also underway. | <b>On Track</b> |
| Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity assessment recommendations | The Asset Management Policy and Community Asset Management Plan was approved by Council on 24 June 2024.  | <b>On Track</b> |

|  |   |                 |
|--|---|-----------------|
| Deliver initiatives to improve information and data management with a focus on privacy, security, ethics, quality, and sharing   | 23 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 and data security, and improved efficiency by eliminating manual processes. The annual TRIM disposal program for 2024 was completed with ~1,500 boxes and ~185,000 digital records (~200GB) being lawfully destroyed.   | <b>On Track</b> |
| <b>Digital services</b>  |   |                 |
| Develop responsive digital services that are easy for our community to access and use  | City Connect, the City's new on-line serviced platform, launched on 4 April 2024. Included in the launch were: <ul style="list-style-type: none"> <li>• 84 smart digital forms that community members can use to request services on-line.</li> <li>• Notifications designed to keep community members informed on the status of their requests.</li> <li>• Dashboards where registered community members can view their rates, payments, permits and interactions.</li> </ul>  | <b>On Track</b> |
| Develop and maintain the City's IT systems and infrastructure to support service delivery and business continuity  | Progress was made to upgrade and improve communication infrastructure to support service delivery and business continuity. This includes the completion of network security upgrades, implementation of a new Cloud Backup platform and relocation of internet link at Bay St Depot.  | <b>On Track</b> |
| <b>Access to City information and data</b>   |   |                 |
| Provide and promote 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 proactive and mandatory obligations by: <ul style="list-style-type: none"> <li>• Publishing 20,543 planning application documents through the City's on-line Find a DA service. This included 2,538 submissions relating to 595 planning applications.</li> <li>• Completing 3,195 requests for information, subpoenas, and section 41 access applications (formals).</li> </ul> A primary channel for proactive disclosure is the City's website, which had 2,294,838 unique users, 6,996,020 page views, and 429,282 file downloads.                        | <b>On Track</b> |
| Proactively publish to the City's Data Hub and Archives & History Resource Catalogue to inform, educate and improve services to the community, including Aboriginal and Torres Strait Islander communities | 24 open data sets were published or enhanced on the City's Data Hub. 18 interactive apps or maps were published or updated. The data hub now contains 175 data products. 4,800 new items were published to the Archives & History Resources catalogue. New collections were added to the catalogue, including Liverpool Street Darlinghurst, Rosebery, King Street Newtown and Crown Street.  | <b>On Track</b> |
| <b>Business and spatial intelligence</b>   |   |                 |
| Deliver business and spatial intelligence for better planning, operations, and decision making   | 19 internal dashboards were delivered or improved to support a range of business services and activities, including related to: customer service, workforce management, climate equity, urban forestry, asset management, and correspondence management.  | <b>On Track</b> |
| <b>Strengthen workforce capability, diversity and inclusion</b>  |   |                 |
| 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 embed its new purpose and values by delivering work in key areas of employee accountability, employee recognition, leadership development, and adapting our ways of working. We delivered improved experiences in recruitment for applicants and hiring managers, and for employees in payroll interactions and access.   | <b>On Track</b> |
| Implement actions in the City's EEO, Diversity and Inclusion Action Plan   | The City continued to be recognised as a leader in EEO, diversity and inclusion by providing employees with benefits such as care and culture leave, and workplace flexibility. The City won the Local Government NSW Award for Organisational Diversity and Inclusion recognising our Employee Networks during the period.<br><br>Targeted recruitment and fast track to interview initiatives remain current and active for Aboriginal and Torres Strait Islander candidates and candidates with disability. Aboriginal and Torres Strait Islander employment reached 3% in the period. | <b>On Track</b> |

| Digital services  |      |          |          |         |                |          |          |          |          |  |                |
|---|------|----------|----------|---------|----------------|----------|----------|----------|----------|--|----------------|
| Key Performance Indicator                                   | Unit | 2021/22  | 2022/23  | 2023/24 | 2023/24 Result |          |          |          |          | Comment  | Status         |
|   |      | Result   | Result   | Target  | Q1             | Q2       | Q3       | Q4       | YTD      |  |                |
| Contacts via Online Business Services                       | %    | 57       | 62.75    | -       | 65.9           | 65.3     | 64       | 67.7     | 65.73    | About two-thirds of contacts and requests were received through digital channels. This is an increase when compared to 62.75% in the previous year.  | Indicator Only |
| Calls answered within 30 seconds                            | %    | 59.75    | 65.75    | 65      | 72             | 62       | 63       | 63       | 65       |  | On Track       |
| Calls completed at first contact                            | %    | 89       | 84.25    | 80      | 84             | 85       | 83       | 85       | 84.25    |  | On Track       |
| Requests received   | No.  | 231,390  | 184,581  | -       | 44,859         | 49,256   | 50,220   | 53,547   | 197,882  | The City received 197,882 requests for service from the community. This is a 7% increase when compared to the previous year.   | Indicator Only |
| Requests actioned within agreed service standards           | %    | 85.96    | 82.5     | 85      | 90.8           | 87.9     | 85.2     | 85       | 87.23    | 87% of service requests were completed within agreed service levels. This is an improvement when compared to the previous year where 82.5% of service requests met service levels.   | On Track       |
| Access to City information and data                         |      |          |          |         |                |          |          |          |          |  |                |
| Key Performance Indicator                                   | Unit | 2021/22  | 2022/23  | 2023/24 | 2023/24 Result |          |          |          |          | Comment  | Status         |
|   |      | Result   | Result   | Target  | Q1             | Q2       | Q3       | Q4       | YTD      |  |                |
| GIPAA Formal Access Applications received                   | No.  | 29       | 31       | -       | 13             | 10       | 7        | 16       | 46       | Formal access applications increased over the previous year by 48%. The introduction of smart digital forms, making it easier to lodge requests, is thought to have contributed to the increase.   | Indicator Only |
| GIPAA Informal Access Applications received                 | No.  | 3,545    | 3,263    | -       | 772            | 671      | 693      | 759      | 2,895    | The downward trend in information access requests (informals) continued. Contributing to the trend is the increasing information available via the Website, Find a DA, and the Archives and History Resources Catalogue. More requests are also being actioned by business units directly. | Indicator Only |
| Strengthen workforce capability, diversity and inclusion    |      |          |          |         |                |          |          |          |          |  |                |
| Key Performance Indicator                                   | Unit | 2021/22  | 2022/23  | 2023/24 | 2023/24 Result |          |          |          |          | Comment  | Status         |
|   |      | Result   | Result   | Target  | Q1             | Q2       | Q3       | Q4       | YTD      |  |                |
| Approved full time equivalent (FTE) establishment positions | No   | 1,932.82 | 1,953.85 | -       | 1,993.85       | 1,992.25 | 2,002.25 | 2,002.25 | 2,002.25 |  | Indicator Only |
| Vacancy rate  | %    | 10.33    | 10.35    | -       | 7.92           | 6.45     | 6.03     | 5.55     | 6.49     |  | Indicator Only |



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

| Major Programs   | Progress To Date   | Status          |
|--|--|-----------------|
| <b>Financial sustainability</b>  |  |                 |
| Undertake 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 Traffic Operations Fees and Charges was completed in the first half of 2023/24.<br>Review of outdoor dining fees is ongoing and due for completion in 2024/25<br>The rolling review of costing of services will continue through this year and beyond.   | <b>On Track</b> |
| Develop, monitor and report against the City's long term financial plan to ensure and demonstrate council's financial sustainability, and intergenerational equity   | Council's operational and financial performance for 2023/24 will be presented to the August 2024 Council meeting. The quarterly financial report will reflect latest capital forecasts and projections, operating performance for the year, and associated commentary. The 2023/24 audited Annual Financial Statements will be presented to Council in October 2024.<br>The annual update to the City's Long Term Financial Plan, was adopted at the June 2024 Council meeting, detailing forward financial projections based on current operating trends and identified future initiatives. Monitoring against this latest plan will commence as part of the Quarter 1 report presented to Council in November. | <b>On Track</b> |
| <b>Integrated planning and reporting</b>   |  |                 |
| Deliver and enhance the Integrated Planning and Reporting and business planning framework to improve integrated long-term planning and sustainability                | The City's 2022/23 annual report was completed in line with legislative requirements and was endorsed by Council in November 2023. The City's 2024 resourcing strategy and 2024/25 operational plan were adopted by Council on 24 June 2024 after public exhibition.   | <b>On Track</b> |
| <b>Advocacy and policy initiatives</b>   |  |                 |
| 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, rate peg methodology, local government revenue streams, community improvement districts, emergency service levies, and developing Regulations and guidance to support rating reforms.  | <b>On Track</b> |
| <b>Strategic property management</b>   |  |                 |
| Manage the City's investment property portfolio to optimise revenue opportunities  | The property market has experienced challenges since Covid-19. An element of hybrid based working arrangements remain throughout the city and are likely here to stay. This is combined with challenging times for business due to cost increases. CBD vacancy levels have remained relatively stable since the beginning of the year according to the Property Council of Australia. The City will take in to account this situation when negotiating leases and remain flexible, in order to optimise revenue.   | <b>On Track</b> |
| <b>Best practice procurement</b>   |  |                 |
| Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability                           | Phase 1 - stakeholder engagement and feedback - of the Procurement Transformation project is near completion. This project is focussed on unlocking more value and further enabling achievement of strategic, operational and commercial objectives, as well as streamlining and 'right-sizing' our procurement processes.   | <b>On Track</b> |

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

| Major Programs  | Progress To Date   | Status          |
|-----------------|--|-----------------|
| <b>Advocacy</b> | <p>The City continues to make submissions to the NSW and Federal Governments on matters impacting the city, our workers, visitors and residents. This years this included submissions for: the Environmental Planning and Assessment Amendment (Housing and Productivity Contributions) Bill 2023, the IPART Review of the Rate Peg Methodology, the NSW Government Independent Toll Review, Improving Rental Laws in NSW, the NSW Government Arts, Culture and Creative Industries Policy Consultation, the Parliamentary Inquiry into Pounds in NSW, the Inquiry into the Worsening Rental Crisis in Australia, the National Housing and Homelessness Plan Issues Paper, the Parliamentary Inquiry into the Planning System and the Impacts of Climate Change, the Harris Street Bus Stop Relocation -Western Distributor Program, the Australian Government Future Gas Strategy, the Explorer Street, Eveleigh Rezoning Proposal, the Proposed Reforms to Outdoor Dining on Private Land and Live Music Venues, the Parking Space Levy Review, the Climate Change Amendment (Duty of Care and Intergenerational Climate Equity) Bill 2023, the Directions for On-Street Transit White Paper, the NSW Parliamentary Inquiry into Electric and Hybrid Vehicle Batteries, the Pyrmont Ultimo Transport Plan, the Climate Active Program Direction Consultation 2023 and the NSW Government Cumulative Impact Assessment and Framework Consultation, the Australian Energy Regulator Exemptions Framework for Embedded Networks, the NSW Government Plastics Next Steps Consultation, the NSW Cumulative Impact Assessment Consultation, the Barangaroo Concept Plan MP-06-0162 Modification 9 - Response to Submissions, the Australian Government New Vehicle Efficiency Standard (NVES) 2024, the Discussion Paper on Short and Long-Term Rental Accommodation, Legislative Council Inquiry into the Impacts of the Rozelle Interchange, the Community Improvement Districts Bill 2023, the Terms of Reference for the Australian Parliament Inquiry into the Transition to Electric Vehicles, the Parliamentary Inquiry into the Development of the Transport-Oriented Development Program, The Future of Moore Park South – A Proposal to Convert Part of Moore Park Golf Course to a New Park NSW Government - Changes to Create Low and Mid-Rise Housing, Synthetic Turf Study in Public Open Space – Draft Guidelines for Decision-Makers Exhibition, Build to Rent Tax Incentives, Climate Change Authority - 2024 Issues Paper: Targets, Pathways and Progress, Transport for NSW's Guide to Transport Impact Assessment, NSW Freight Policy Reform Program Consultation Paper, Waterloo South Redevelopment People and Place Plan, Review of NSW Visitor Economy Strategy 2030, National Construction Code 2025 - Public Comment Draft and the National Urban Policy Consultation Draft. Submissions are also made to the NSW Department of Planning, Housing and Infrastructure on relevant State Significant Development Applications.</p> | <b>On Track</b> |

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

| Major Programs   | Progress To Date  | Status          |
|--|---|-----------------|
| <b>Partnerships</b>  |   |                 |
| Strengthen local and regional partnerships through collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community, including mechanisms such as the Resilient Sydney Program   | <p>The Resilient Sydney Council Ambassadors program hosted four quarterly meetings with all 33 Sydney councils during 2023-24 to share key resilience programs, tools and experience to support resilience building with Sydney communities.</p> <p>In February 2024, Ambassadors discussed using plans, policies and taskforces to build resilience. 55 officers from 28 Greater Sydney Councils, Wollongong City Council, and the NSW Reconstruction Authority attended. The Authority presented on the State Disaster Mitigation Plan and recent storm and flood recovery efforts across Sydney. An Affordable Housing Forum was hosted in March 2024 to bring together Greater Sydney councillors with community housing providers to help councils tackle the housing affordability crisis in our city.</p> <p>In May 2024, 50 people from 23 Greater Sydney Councils, Wollongong City Council, Western Sydney Regional Organisation of Councils, and the NSW Reconstruction Authority met to develop actions for the new metropolitan resilience strategy. Research was shared from the Greater Sydney Heat Taskforce and from metropolitan community engagement and technical hazard risk assessment. NSW Fire and Rescue provided a briefing to 127 attendees from 29 councils on the growing risk of lithium-ion battery fires. Resilient Sydney hosted a discussion on the policy options to reduce risks and improve safety of city users of batteries.</p> <p>During 2024, 33 Greater Sydney Councils promoted community connections through local campaigns for Neighbours Everyday, NSW Seniors Week, NSW Youth Week, Harmony Week and Close the Gap Day.</p> | <b>On Track</b> |
| Strengthen state and national partnerships through collaboration, consultation, advocacy and knowledge exchange to improve decision making and facilitate the achievement of shared objectives. Partnerships include Council of Capital City Lord Mayors and the Greater Cities Commission   | The City continues to engage with a wide range of state and national partners to ensure shared objectives are achieved. We have engaged with metropolitan Sydney councils as well as with Ministers and Departmental representatives on issues and projects relevant to the City, such as homelessness, housing and transport. Meetings and collaboration continue with relevant stakeholders in Local Government and the NSW Government. 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.  | <b>On Track</b> |
| Utilise international partnerships programs to facilitate knowledge exchange and ensure the City benefits from the best and most current knowledge and processes to improve outcomes for the community and the area, including C40, World Cities Cultural Forum and Resilient Cities Network | <p>Resilient Sydney remains an active participant with 100 cities in the global Resilient Cities Network. Sydney met with 15 cities throughout 2023-2024 with many discussing their responses to the 'polycrisis' – the reality of managing multiple shock events at once. Resilient Sydney met quarterly with resilience officers in APAC and Oceania to reconnect post COVID. Programs on plastic in oceans, climate risk planning, water and waste management are common resilience approaches in our region.</p> <p>In September 2023, Resilient Sydney and Natural Hazards Research Australia hosted international expert Professor Gavin Smith of North Carolina State University to provide insights and lessons from research and experience responding to disasters in the United States and New Zealand, including structures for managing buy-backs, relocations and rebuilding communities.</p> <p>Resilient Sydney attended the Metropolitan Resilience International Congress in Guadalajara, Mexico in November 2023. Cities discussed the main resilience challenges affecting metropolises, including: water resilience, climate action, land management, circular economy, and sustainable mobility. Sydney shared expertise in collaborations using data with the Resilient Sydney Platform as an example of a pioneering resilience governance project.</p> <p>City staff have participated in C40 networks and peer learning webinars during the year. The City completed its CDP and Accelerator reporting, and also contributed to the development of the new Cities Climate Transition Framework.</p>   | <b>On Track</b> |

## SD02 A leading environmental performer

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

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

| Major Programs   | Progress To Date  | Status          |
|--|---|-----------------|
| <b>Net zero emissions – City assets and operations</b>   |   |                 |
| Manage and analyse low and zero emissions options for the City's light and heavy vehicle fleets and use fleet analytics to encourage low emission driving behaviour and reduce CO2 emissions | Fleet Services have undertaken various strategic initiatives aimed at reducing emissions. Most recently an additional 20 Electric Passenger MG Vehicles have been procured, bringing the total number of owned Electric Assets to 42, made up of a mix of 39 passenger vehicles, 1 truck, 1 buggy and 1 footway sweeper. The forthcoming fleet replacement program will see a significant expansion of electric assets and will include a mix of passenger fleet, trucks, buggies and mowers. Other projects that will support our target to reduce emissions is the rationalisation of existing fleet vehicles and reducing the number of vehicles, where we can, whilst maintaining full service levels to the community, and using telematics in conjunction with our eco driving strategy.  | <b>On Track</b> |
| Actively manage the replacement of conventional lights with LED lights for all public domain light types in the city   | In 2022/23 FY, practical completion was achieved for the upgrade of Ausgrid street lighting to LED. 7,595 conventional lights were changed over to LED technology resulting in annual savings of approximately 4,000 Megawatt hours and reducing carbon emissions by approximately 3,600 tonnes. Additionally, the new fittings have reduced the City's maintenance cost and improved public safety, as the new LED fittings are more reliable. Following a tender in 2023/24, the City will commence the progressive renewal of City owned lights as they reach end of life with the latest generation of LED light fittings. The new LEDs will further reduce energy use and carbon emissions.  | <b>On Track</b> |
| Implement new net zero framework to drive electrification in City assets and switching to zero-emissions and improved energy efficiency  | A program has been developed and includes electrification of aquatic centres and other building facilities, as well as building energy efficiency targets.  | <b>On Track</b> |
| <b>Net zero emissions in the LGA</b>   |   |                 |
| Support building owners and occupants to implement a net zero pathway through targeted programs and grants   | The City's sustainability partnerships and programs are supporting building owners progress toward net zero emissions. The Sustainable Destination Partnership has achieved a 24 per cent reduction in carbon emissions and water consumption from a FY18 baseline. The Better Buildings Partnership has achieved a 95% stationary emissions intensity reduction since FY06, and procured 92% of its base building electricity from renewables in FY23. Its best practice tool-kit on circular office fit-out has been released along with a Creating Resilient Communities guide. Through CitySwitch, 80% of tenancies in Sydney have switched to renewable electricity and the average NABERS energy rating is 5 stars. The Renewables for Business Masterclass series resources have been published and shared across government and industry. Smart Green Apartments program has encouraged owners corporations to invest \$4,299,834 in upgrades, delivering significant savings across their lifespan, including saving \$11,224,423 in running costs and avoiding 61,488 tonnes of carbon emissions. | <b>On Track</b> |



|  |  |                 |
|--|--|-----------------|
| Support the community's adoption of renewable energy in line with the City's 50% renewable electricity by 2030 target                                  | <p>Switching to 100% renewable electricity reduces emissions and stabilises electricity costs. The City's Renewables Masterclass Series continued to support businesses to procure renewables through the provision of resources, webinars and case studies and was promoted widely to business partnerships, industry bodies, local and state government.</p> <p>CitySwitch and Sustainable Destination Partnership reported a significant increase in members sourcing electricity from renewables.</p> <p>Through an Innovation and Ideas Grant the Business Renewables Centre Australia launched a buyers group to support businesses to collectively procure renewable electricity. A community energy model was demonstrated through another grant in which Pingala and Barnardos installed rooftop solar and delivered a solar scientist program. A group of apartment buildings collectively switched their common areas to renewable electricity.</p> <p>The GreenPower for Business resources were utilised to support resource development and a webinar for strata communities.</p> <p>Rooftop solar is 30 MW, an increase of approximately 300 new systems.</p> | <b>On Track</b> |
| Actively participate in industry groups committed to creating a market for low embodied carbon steel, concrete and aluminium                           | City staff chair the Local Government sub-group for the Materials and Embodied Carbon Leadership Alliance, bringing together knowledge and experience from councils across Australia.  | <b>On Track</b> |
| <b>Zero emissions transport</b>  |  |                 |
| Advocate to the Australian and NSW Governments on key transport emissions reduction (carbon emissions and local air quality) improvement opportunities | The City made submissions to the Climate Change Authority Issues Paper - Targets, Pathways, and Progress in May 2024, and the Australian Government New Vehicle Efficiency Standard (NVES) Consultation Impact Analysis in March 2024 making recommendations to reduce transport emissions by prioritising and supporting active and public transport, and improved emissions standards for vehicles. The City also made a submission to the Senate Inquiry Into Residential Electrification in September 2023 recommending that the Australian Government support energy efficiency and electrification of residential buildings, including the charging needs of electric vehicles, with tailored investment for apartment buildings.  | <b>On Track</b> |
| Support more people walking, riding bicycles and catching zero emissions public transport  | Some of the key actions the City undertook to support more people walking, riding bicycles and catching zero emissions public transport include: adopting the Access Strategy and Action Plan, proving the framework and 17 actions for creating a city for walking, cycling and public transport; adopting "A City for Walking" Strategy and Action Plan which sets out the City's organisation-wide approach to walking and provides 12 key actions to support people walking; implementing the Cycling Strategy and Action Plan; and continuing to advocate for low emission public transport including for the Metro West extension to Zetland, attending a workshop on the NSW Government's Independent Metro Review and Parliament's Metro West Inquiry, providing input into Transport for NSW's Pymont Peninsula Transport Plan, a submission on road changes associated with West Connex, a submission and presentation for the Parliamentary Inquiry on the Impact of the Rozelle Interchange and supported advocacy for ALTRAC's light rail proposal along Parramatta Road/Broadway and through Green Square.   | <b>On Track</b> |
| Advocate to the NSW Government for zero emissions buses  | The NSW Government announced in late June the initial priorities for depot upgrades to support electric bus operation. Depots that serve the City of Sydney scheduled for upgrade are Brookvale, Leichhardt, North Sydney, Willoughby, Kingsgrove, Port Botany, Tempe and Randwick. The Government's plan is to have 1200 electric buses operating in Sydney by 2028.  | <b>On Track</b> |
| Advocate and work with key stakeholders to assist the transition to zero emission transport fleets   | The priority for transition remains the bus fleet. The Government's announcement of upgrades to a number of inner Sydney depots is a major breakthrough.   | <b>On Track</b> |

## Net zero emissions – City assets and operations

| Key Performance Indicator                                    | Unit       | 2021/22 | 2022/23  | 2023/24 | 2023/24 Result |    |    |          |          | Comment  | Status         |
|--|------------|---------|----------|---------|----------------|----|----|----------|----------|--|----------------|
|  |            | Result  | Result   | Target  | Q1             | Q2 | Q3 | Q4       | YTD      |  |                |
| Total greenhouse gas emissions for City of Sydney operations | Tonnes CO2 | 12,144  | 13,514.6 | -       | -              | -  | -  | 12,553.9 | 12,553.9 | Final data for the financial year 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is updated here. | Indicator Only |

## Net zero emissions in the LGA

| Key Performance Indicator   | Unit       | 2021/22   | 2022/23   | 2023/24 | 2023/24 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 | 3,440,254 | 3,428,785 | -       | -              | -      | -     | -    | -      | Final data for the financial year 2022/23 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is updated here.  | 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 | %          | 40.84     | 41.04     | -       | -              | -      | -     | -    | -      | Final data for the financial year 2022/23 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is updated here.  | Indicator Only |
| Percentage of electricity demand in NSW met by renewable sources - target of 50% by 2030  | %          | 25.4      | 29        | -       | -              | -      | -     | 31.6 | 31.6   |   | Indicator Only |
| Environmental grants approved by the City of Sydney   | \$ '000    | 960.1     | 672.38    | -       | 248.14         | 412.72 | 37.52 | 5.51 | 703.89 | A total of 55 Environmental grants were approved by Council. These projects were awarded through the City's Green Building grants, Festival and Events Sponsorship, Innovation and Ideas, Quick Response Grants and Venue Support Sponsorship programs. This includes support for a series of community-led climate action events during Climate Action Week Sydney, YCK Laneways Association Incorporated to develop a sustainability framework for the hospitality industry in the York, Clarence Kent Laneways and Hollywood Quarter precincts, a series of community clean up events in Redfern-Waterloo and a NABERS rating with complementary energy action plan to reduce emissions and costs for a 110-unit apartment building in Waterloo. | Indicator Only |

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

| Major Programs   | Progress To Date   | Status          |
|--|--|-----------------|
| <b>Urban greening and canopy cover</b>   |  |                 |
| Deliver tree planting programs to maximise urban canopy and reduce urban heat  | Projects to increase canopy cover have continued. A total of 1,112 trees have been planted in the 2023/24 financial year, including 721 street trees and 391 park trees. The in-road planting projects have progressed, with the completion of works in Durdans Street Rosebery, Smail Street Ultimo, Hawksley Street Waterloo, William Street Beaconsfield, Queen Street Beaconsfield, Thurlow Street Redfern and Morley Avenue Rosebery. Work is underway in Mitchell Street, Centennial Park and will soon commence in Dibbs Street, Centennial Park. Feasibility and concept designs are underway for Walker Street Redfern and Tweedmouth Avenue Rosebery.  | <b>On Track</b> |
| <b>Urban greening resilience</b>   |  |                 |
| Improve urban greening resilience and diversity by reviewing the City's relevant policies and plans  | Council adopted the Urban Forest Strategy, Street Tree Master Plan, and Tree Management Policy and Tree Donation Policy on 26 June 2023. Following Council's adoption, the Strategy, Plan and Policy are now being implemented. Green cover and tree canopy cover were remeasured in early 2024. Increases in green cover and canopy cover were reported, with green cover measured to be 33.2% and canopy cover 20.9%.  | <b>On Track</b> |
| <b>Habitat and biodiversity</b>  |  |                 |
| Expand, improve and protect bush regeneration areas and habitat for native fauna in the City's parks and open spaces                                 | The City has been managing around 15.2ha of land as bush restoration, with new sites in Alexandria added in May 2024 and additional sites coming online from July 2024. Sites are maintained by specialists, with volunteer Bushcare / Landcare groups also involved in some areas. Bush restoration sites continue to be maintained to improve habitat value for native flora and fauna. Native seed spreading and transplanting has been conducted to improve native plant coverage at multiple sites. Targeted hand weeding and spot spraying has been performed to control exotic grasses and annual weeds, resulting in continual improvements in the diversity and density of native flora species. Native birds, lizards and insects are frequently reported to be using the restoration sites. Community volunteers continue to assist with annual planting activities as part of National Tree Day in July. | <b>On Track</b> |
| <b>Community greening</b>  |  |                 |
| Support and promote the development of community gardens, footpath gardening, laneway greening, and sites maintained and managed by community groups | The City supports 21 community gardens and three Landcare/ Bushcare groups operating within the area. Over 600 volunteers and community gardeners are actively engaged. The City encourages and supports groups to become self-managed to a high standard and assists by providing access to grants and donation of materials and plants, including sourcing native plants from local Indigenous nurseries.  | <b>On Track</b> |

| Urban greening and canopy cover                     |      |         |         |         |                |        |       |        |        |   |          |
|---|------|---------|---------|---------|----------------|--------|-------|--------|--------|---|----------|
| Key Performance Indicator                           | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |        |       |        |        | Comment   | Status   |
|   |      | Result  | Result  | Target  | Q1             | Q2     | Q3    | Q4     | YTD    |   |          |
| New plants planted in City parks and street gardens | No.  | 67,365  | 72,515  | 50,000  | 28,747         | 18,161 | 9,287 | 22,384 | 78,579 | 78,579 plants installed with planting undertaken in streetscapes, parks and bush restoration areas across the local government area. Major planting works have recently been undertaken at Stewart Street Reserve, Mitchell Street Park, Westmoreland Street, Queen Street, Carillion Avenue, Reservoir Gardens, Sydney Park, Alexandria Park, Gunyama Park, Embarkation Park and Honeykiss Park. | On Track |

| Habitat and biodiversity              |      |         |         |         |                |    |    |      |      |  |                |
|---------------------------------------|------|---------|---------|---------|----------------|----|----|------|------|--|----------------|
| Key Performance Indicator             | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |    |    |      |      | Comment  | Status         |
|                                       |      | Result  | Result  | Target  | Q1             | Q2 | Q3 | Q4   | YTD  |  |                |
| Extent of locally indigenous bushland | ha   | 12.9    | 15.2    | 13.5    | -              | -  | -  | 15.2 | 15.2 | 15.2ha of bushland is currently managed for bush restoration, with additional sites coming online in July 2024.<br><br>Flora surveys will be undertaken in September 2024 as part of the Urban Ecology Strategic Action Plan review and update which will enable us to measure the area of naturally occurring vegetation. | Indicator Only |

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

| Major Programs  | Progress To Date   | Status   |
|---|--|----------|
| <b>Reduce water use</b>   |  |          |
| Reduce potable water consumption in the City's parks through the introduction of water efficiency projects and programs | <p>Parks potable water usage for FY2023/24 was 110.8ML compared to the 2006 baseline of 128ML. An additional 53.2ML of non-potable water has been recycled or produced for parks irrigation use, which reduced potable water use by 29%, and ensured potable water use remained below the City's 2006 baseline.</p> <p>Parks water efficiency initiatives to deliver potable water savings include:</p> <ul style="list-style-type: none"> <li>A new recycled water system was commissioned at Getiela sports field for use in Alexandria Park and a new scheme is in development for Erskineville Oval, Solander Park and Harry Noble Reserve.</li> <li>Trial of the Smart Water Asset Network (SWAN) smart irrigation software with Sydney Water.</li> </ul> | On Track |



## Water sensitive city

|   |  |                 |
|---|--|-----------------|
| Collaborate with Sydney Water to support strata communities to improve water performance  | All Smart Green Apartments buildings receive a NABERS Water rating and are presented with a water efficiency toolkit to support water efficiency upgrades and resident education. The guide is available on the City website for all strata communities. | <b>On Track</b> |
| Work with Sydney Water and relevant stakeholders to facilitate delivery of recycled water and water usage reduction initiatives across the local area | Investigation of technical and financial feasibility of recycled water schemes at Pymont and Central by Sydney Water is continuing.  | <b>On Track</b> |

## Stormwater quality

|   |   |                 |
|---|---|-----------------|
| Implement and renew Pollution Control Devices and other stormwater systems to reduce stormwater pollution discharged to waterways | Designs have now been prepared for 2 new gross pollutant traps to be installed in the forthcoming year. Another 11 potential locations for gross pollutant traps have been identified and the feasibility and design works for these locations have been instigated. A maintenance program for all existing gross pollutant traps and raingardens has continued through the year to ensure the performance of these assets remains optimal. | <b>On Track</b> |
|---|---|-----------------|

## Reduce water use

| Key Performance Indicator  | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |    |    |         |         | Comment  | Status         |
|--|------|---------|---------|---------|----------------|----|----|---------|---------|--|----------------|
|  |      | Result  | Result  | Target  | Q1             | Q2 | Q3 | Q4      | YTD     |  |                |
| Potable water use from City operations - target reduction from 2006 baseline of 431,000 kL   | kL   | 291,962 | 406,950 | -       | -              | -  | -  | 364,883 | 364,883 | Final data for the financial year 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is updated here. | Indicator Only |
| City of Sydney local government area residential potable water use per person per day - target of 170 litres by 2030   | Ltr  | 203.64  | 220.66  | -       | -              | -  | -  | -       | -       | Final data for 2022/23 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is updated here.                    | 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 | %    | 31.47   | 29.00   | -       | -              | -  | -  | -       | -       | Final data for the financial year 2022/23 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is updated here. | Indicator Only |

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

| Major Programs   | Progress To Date  | Status          |
|--|---|-----------------|
| <b>Reduce waste from City operations</b>   |   |                 |
| Review and update recycling streams and collection receptacles in City properties and implement technologies that drive reduction in landfill                  | <p>Activities in 2023/24 include:</p> <ul style="list-style-type: none"> <li>- A waste guide was developed to engage and educate stakeholders on best practice waste management guidelines.</li> <li>- A third food dehydrator unit was installed at Ultimo Community Centre in July 23. The project is based on a Circular Economy model. The dehydrator converts organic waste into a soil conditioner that is utilised by our Parks teams. The location for the final food dehydrator was determined to be at Gunyama Park Aquatic and Recreation Centre, and initial engagement with key stakeholders has been completed .</li> <li>- Organic recycling was introduced at Redfern Community Centre</li> <li>- Umbrella driers that utilised single use plastic bags were removed from Paddington Town Hall, Customs House and Sydney Town Hall. These were replaced by an eco-friendly solution that utilises microfibre padding. Battery recycling jars were introduced for staff at Town Hall House.</li> <li>- Organic recycling was introduced at 2 new sites King George V Centre and Wilcox Mofflin Building</li> </ul> | <b>On Track</b> |
| Engage with contracted service providers and other relevant stakeholders to improve reporting of strip out, construction and demolition waste from City assets | Support continues to be provided to project managers and contractors to ensure the timely and accurate submission of construction and demolition waste data. A methodology for identifying office strip-out and fit-out waste is currently being investigated.  | <b>On Track</b> |
| <b>Sustainable procurement</b>   |   |                 |
| Develop Social and Sustainable Procurement approaches to be incorporated into procurement planning and processes in relation to targeted categories            | Social and sustainability and environmental factors are required to be considered and documented during tender sourcing strategy development and are then included in the tender requirements and evaluation considerations.  | <b>On Track</b> |
| <b>Circular economy</b>  |   |                 |
| 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. City staff contribute to state and federal working groups such as the Australian Packaging Covenant Organisation and Green Building Council Australia, seeking to embed circularity in products, services and the built environment. The City continues to support new ideas and innovations through our grants programs. Recent circular economy grants include supporting repair workshops and cafe program, bike repair and swap events, trialling local textile manufacturing in Sydney using recycled yarn from clothing donations not suitable for resale. The City also recently published its Circular Economy Statement that describes the principles of the circular economy, how the City has participated and future strategies in development to embed circularity in our area.   | <b>On Track</b> |
| Develop a circular economy strategy  | <p>City staff are in the process of updating our strategies for waste management, resource recovery and economic development. These strategies will incorporate the actions and advocacy required from the City that will contribute to the development of a circular economy.</p> <p>To assist in promoting an understanding of the circular economy and the role of the City, a Circular Economy Statement was prepared. The statement includes: what the circular economy is about; why it is needed and its basic principles; challenges and future opportunities. The statement also outlines our existing circular economy projects and programs, while providing guidance on future strategy documents relating to the delivery of circular economy outcomes. The statement is available on the City of Sydney website.</p>  | <b>On Track</b> |

## Advocacy

Provide timely responses to relevant public consultations, participate in state and federal led engagement opportunities, and support regional groups in progressing agreed advocacy positions that promote and embed circular economy outcomes in our area

In January 2024, the City responded to the NSW Government's Plastics Next Steps Consultation. The consultation document proposed regulation for additional unnecessary plastic items that cause harm to the environment and human health. They included plastic bowls and cups with lids; plastic beverage containers with lids, cigarette butts, products containing harmful chemicals such as perfluoroalkyl and polyfluoroalkyl substances (PFAS); oxo-degradable plastics; single serve plastic condiment packages; fruit stickers; heavyweight plastic shopping bags; and barrier or produce bags.

City staff are now preparing responses to the NSW Environment Protection Agency (EPA) food and garden waste separate collection mandates for businesses and residents, and the NSW EPA waste levy review, both due in July 2024.

**On Track**

## Reduce waste to landfill

Foster a community that avoids, reuses and reduces waste

This year City staff have delivered 483 waste avoidance activities to 4,830 residents and visitors in the City. This included four clothes swaps where 537 people attended and swapped 670kg of clothing, four sewing workshops where 80 people learnt simple mending skills to extend the wearable life of their clothing, 49 pop-up info stalls across 23 locations where over 2,000 people engaged with staff about waste wise shopping, reusable coffee cups, sustainable gifting and how to recycle tricky items such as electronics and clothing. Staff also delivered 23 waste reduction webinars to 356 people on the topics 'Plastics Decoded', 'Electronics Unplugged' and 'Resourceful Recycling'.

Custom education and recycling advice was provided to nine apartment buildings (with 1,479 units) and two student accommodation buildings (with 1,000 beds) to improve recycling in their buildings and to learn how to reduce waste and encourage reuse in their building.

Staff also provided custom outreach to community organisations including four waste reduction and recycling workshops to 440 primary school students, a bilingual English and Mandarin electronics recycling session at Ron Williams Community Centre Open Day, a market stall to promote repair at the Bower Repair Festival, an information booth at the Australian Climate Tech Festival, presented a circular economy workshop for start-ups in Sydney CBD and provided outreach education for international students at six stalls across three separate events including the University of Sydney's Welcome Week, the University of Technology's 'Got Your Back' event and at the Lord Mayor's Welcome to International Students in Sydney Town Hall.

Staff completed a total of 524 waste planning referrals and 16 occupation certificate stage inspections to ensure new developments are designed for waste reduction and the maximum separation and recovery of operational waste.

**On Track**

Undertake planning for a food organics recycling service across the local area for residents

The City has continued to provide the food scraps recycling service to properties that participated in the trial and are continuing to add additional properties. Currently 21,000 households are using the service.

Work is continuing to progress on how to make the service available to all residential properties in line with the state government mandate for provision of a food waste collection service to all households by 2030. This includes trialling black soldier fly larvae to process our food scraps over 12 months which is expected to turn up to 600 tonnes of food waste into protein rich animal feed and fertiliser.

**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 Recycle It Saturday events this year, in partnership with Waverley and Woollahra Council, that were attended by 3,307 people who dropped off 71.47 tonnes of materials for reuse and recycling. This year, residents can now also drop-off blister packs, bicycles and scooters at these events. The City also hosted its annual Household Chemical Clean Out event on 14 October 2023 that was attended by 599 people (an increase of 40% on last year) and the event collected 20.8 tonnes of hazardous household waste for recycling. The Ultimo recycling pop-up at the City's Bay Street Depot enables residents to walk-up and drop off up to 13 different types of tricky items for recycling or reuse including blister packs, food scraps and small metals. This year the pop-up had 2,530 visits by residents and 17.7 tonnes of items were collected, with the most popular items being electronics, batteries, small metals, polystyrene and light bulbs. This year our 18 recycling stations across 16 locations in the City of Sydney collected 2,695kgs of materials (191kgs mobile phones, 1,362kgs batteries, 315kgs light bulbs and 826kgs of small electronics) for recycling. To maximise recycling opportunities for residents, the City collected 25.67 tonnes of tricky items (including clothes, electronics and polystyrene) from 2,407 pickups directly from residents' homes through the doorstep recycling service this year.

**On Track**

**Efficient cleansing and waste services**

Provide an efficient and effective domestic waste service that meets the needs of the community

The City's bulky waste collection services improved significantly in Q3 and Q4, following some delays in Q2. The City continues to work with Cleanaway to improve service delivery.

**On Track**

**Reduce waste from City operations**

| Key Performance Indicator   | Unit   | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |        |       |        |        | Comment   | Status         |
|---|--------|---------|---------|---------|----------------|--------|-------|--------|--------|---|----------------|
|   |        | Result  | Result  | Target  | Q1             | Q2     | Q3    | Q4     | YTD    |   |                |
| Total waste collected from City managed properties including aquatic centres  | Tonnes | 728.06  | 942.06  | -       | 222.54         | 256.48 | 238.5 | 228.06 | 945.58 | Waste collections have remained stable in comparison to the previous FY, with a minor increase (0.4%) in FY23/24. | Indicator Only |
| Percentage of source separated recycling of waste from City managed properties including aquatic centres - target 50% by 2025 | %      | 54      | 54      | -       | 44             | 49     | 50    | 49     | 49     |   | Indicator Only |

**Reduce waste to landfill**

| Key Performance Indicator  | Unit      | 2021/22   | 2022/23   | 2023/24 | 2023/24 Result |           |          |           |           | Comment   | Status         |
|--|-----------|-----------|-----------|---------|----------------|-----------|----------|-----------|-----------|---|----------------|
|  |           | Result    | Result    | Target  | Q1             | Q2        | Q3       | Q4        | YTD       |   |                |
| Total residential waste collected  | Tonnes    | 69,488.01 | 65,430.38 | -       | 15,149.05      | 16,180.55 | 16,464.5 | 16,024.55 | 63,818.65 | The total amount of waste generated this year by residents has significantly reduced from previous years.   | Indicator Only |
| Total residential waste collected per capita   | Kg/Capita | 287.8     | 300.44    | -       | -              | -         | -        | 276.7     | 276.7     | The total amount of residential waste collected per capita this year is the lowest it has been since 2018/19.   | Indicator Only |
| Reduction in total residential waste collected per capita from 2015 baseline of 336.74 kg/capita. Target 15% reduction by 2030 | %         | 14.5      | 11        | -       | -              | -         | -        | 18        | 18        | The 2030 target has been reached this year as there has been an 18% reduction in the total amount of residential waste collected per capita in 2023/24. | Indicator Only |



| Reduce waste to landfill   |      |         |         |         |                |       |       |       |       |  |                |
|--|------|---------|---------|---------|----------------|-------|-------|-------|-------|--|----------------|
| Key Performance Indicator  | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |       |       |       |       | Comment  | Status         |
|  |      | Result  | Result  | Target  | Q1             | Q2    | Q3    | Q4    | YTD   |  |                |
| Percentage of source separated recycling of total residential waste - target 35% by 2025         | %    | 27.38   | 31.39   | -       | 30.92          | 32.26 | 34.42 | 32.51 | 32.53 | The amount of source separated residential recycling continues to increase, 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     | %    | 44.3    | 50.9    | -       | 48.25          | 50.45 | 53.23 | 49.7  | 50.41 | The percentage of residential waste diverted from landfill in 2023/24 was not materially different to the prior year.                                  | Indicator Only |
| Resource recovery of waste from the City's parks, streets and public places - target 50% by 2025 | %    | 53      | 56.7    | -       | -              | -     | -     | 51    | 51    |  | Indicator Only |

| Efficient cleansing and waste services              |      |         |         |         |                |       |       |       |       |         |                |
|---|------|---------|---------|---------|----------------|-------|-------|-------|-------|---------|----------------|
| Key Performance Indicator                           | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |       |       |       |       | Comment | Status         |
|   |      | Result  | Result  | Target  | Q1             | Q2    | Q3    | Q4    | YTD   |         |                |
| Percentage of garbage bins collected on time        | %    | -       | -       | -       | 99.7           | 99.47 | 99.76 | 99.87 | 99.7  |         | Indicator Only |
| Percentage of recycling bins collected on time      | %    | -       | -       | -       | 99.84          | 99.7  | 99.83 | 99.9  | 99.82 |         | Indicator Only |
| Percentage of garden organic bins collected on time | %    | -       | -       | -       | 98.9           | 97.12 | 98.36 | 99.44 | 98.46 |         | Indicator Only |
| Percentage of bulky waste collected on time         | %    | -       | -       | -       | 81             | 73    | 78    | 76    | 77    |         | 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 Programs                                  | Progress To Date   | Status   |
|---|--|----------|
| <b>Air quality</b>                              |  |          |
| Facilitate community access to air quality data | The NSW Government operates 2 high quality air quality monitoring stations in our area, one in Alexandria and another at Cook and Phillip Park. During the reporting period, local air quality was consistently reported as 'good' (the best rating). Data is available at <a href="https://www.airquality.nsw.gov.au/air-quality-in-my-area/concentration-data">https://www.airquality.nsw.gov.au/air-quality-in-my-area/concentration-data</a> . | On Track |

## Climate risk and adaptation

Understand the city's climate change risk exposure and develop climate adaptation treatments to better prepare the community

Project updates include:

- Conducting an LGA-wide heat benchmarking study to develop microclimate mapping and explore action recommendations on heat adaptation for the community.
- Working with the Greater Sydney Heat Taskforce used by WSROC to develop heatwave management plans and guidance and climate risk assessments.
- Progressing actions related to climate adaptation included in the Resilience Strategy
- Using Geocortex to map climate vulnerable communities across the LGA, layering climate risks and adaptation to better prioritise risk and adaptation actions

**On Track**

Develop a framework to understand and address climate change impacts on vulnerable community groups

The mapping of priority communities is underway and is being used across several areas of the organisation. It continues to be refined. Digital and non-digital resources are being developed to inform and support priority communities during heatwaves and other emergencies.

**On Track**

## Programs and partnerships

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

The City is improving environmental performance in the commercial office sector through the Better Buildings Partnership and CitySwitch program.

**On Track**

The Better Buildings Partnership progressed projects on electrification, circular office fit-outs, green leases and resilience. The FY23 annual report was delivered showing 95% stationary emissions intensity reduction and 63% water intensity reduction since FY06.

CitySwitch delivered three campaigns focused on reducing waste, reducing energy and greening supply chain. National events were held to release the annual report with the results showing 213 business members managing 744 tenancies engage in the program, with an average emissions intensity of 30kg CO<sub>2</sub>/m<sup>2</sup> and 47% choose renewable electricity. In Sydney 112 businesses engage in the program and have an average emissions intensity of 14kgCO<sub>2</sub>/m<sup>2</sup> and 80% choose renewable electricity.

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

The Sustainable Destination Partnership (SDP) progressed work on net zero planning, food waste avoidance and promotion of Sydney as a sustainable destination. Focus groups and workshops were held under these themes engaging relevant teams of partner organisations, including their food and beverage staff, engineering and facility management teams and communications teams. New partners were welcomed to the SDP, including Good Environmental Choice Australia and Ecotourism. City of Sydney collaborated with DestinationNSW and Business Events Sydney to complete Sydney's 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, the Smart Green Apartments program has encouraged owners corporations to invest \$4,299,834 in upgrades, delivering significant savings across their lifespan (reducing running costs by \$11,224,423) and avoiding 61,488 tonnes of carbon emissions.

**On Track**

A total of 31 Owners Corporations have received a Green Building Grant. Since 2016, these grants have supported investment of \$2,602,705 in upgrades, delivering significant savings across their lifespan, (saving \$7,949,659 in running costs) and avoiding 42,165 tonnes of carbon emissions.

Monthly sustainability e-newsletters were sent to 3,043 subscribers. Two webinars were delivered on solar and food scraps recycling. A case study webpage is now live on the City of Sydney website, showcasing sustainability stories in apartment buildings.

The Strata Sustainability Reference Group met quarterly to drive sustainability outcomes for high density communities.

The City continues to advocate for inclusion of strata in residential policy including mandatory disclosure of energy performance of Australian homes.

## 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

The Connecting with Country Framework for the City is underway and currently scoped. The first step in this process is to develop an Aboriginal Cultural Heritage Study that will map sites of significance to Aboriginal People This will require a multi layered methodology. This is a complex project requiring deep engagement with community and partnership with Metropolitan Local Aboriginal Land Council.

**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

Progress continued in development and delivery of public domain capital works projects. The George Street South pedestrianisation project is completed. Barlow Street laneway project is completed. The Green Square to Ashmore Connector road project construction continuing with eastern section including O'Riordan intersection forecast opening mid-2024. Works progressing on western section for completion late 2024. Detail design for the George St corridor is progressing for the George Street North pedestrianisation. Lightrail shutdown progressed well in May 2024. Loftus Street & Reiby Place upgrade projects design progressing. Tender for new road George Julius in Zetland progressing with construction forecast to commence late 2024. The northern side of Zetland Ave West will commenced mid-2024 to complete the new road connections in the Green Square Town Centre.

**On Track**

#### Public amenity

Provide high-quality public domain cleaning service that meets the needs of the community

The cleansing team continues to deliver a high-quality public domain cleaning service, meeting the needs of the community through strategic approaches to changing streetscapes and higher density living, including the addition of more pedestrianised areas. The new roadway sweepers have arrived, which will assist in meeting service levels and providing consistency to our service. Cleansing management continues to work with fleet services, investigating new technologies and the diversification of the fleet to support a proactive approach to meet the ever-changing face of cleansing in the City of Sydney. This has resulted in the use of the electric Alke, which currently services the street litter bins on the light rail and in pedestrianised areas. This electric buggy will also service Oxford Street when the new bike path is completed. A new electric footway sweeper is now in operation and will service bike paths and the light rail corridor in the City. The operation is being continually reviewed to ensure cleansing operations can deliver an optimal service and meet its commitment to the cleanliness of the City of Sydney.

**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, late night trial development consents, boarding houses, backpackers and swimming pool water quality. The swimming pool barrier inspection program will be a focus. Resources have been reprioritised and it's expected that all outstanding inspections will be completed before June 2025.

**On Track**

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

For the 2023/24 financial year there were a total of 9,145 hours of patrols conducted and 981 notices issued.

**On Track**

## Public spaces meet community needs

Undertake periodic review of public domain design codes in the city

The Sydney Lights Public domain design Code 2015 is currently being reviewed and updated.

**On Track**

## Welcoming, accessible and equitable public spaces

| Key Performance Indicator             | Unit | 2021/22 | 2022/23  | 2023/24 | 2023/24 Result |          |          |       |        | Comment   | Status          |
|---------------------------------------|------|---------|----------|---------|----------------|----------|----------|-------|--------|---|-----------------|
|                                       |      | Result  | Result   | Target  | Q1             | Q2       | Q3       | Q4    | YTD    |   |                 |
| Road renewed/treated program          | m2   | 43,931  | 41,338   | 30,000  | 14,352         | 13,041   | 8,071    | 9,816 | 45,280 | Additional works were brought forward into the FY24 Road program. | <b>On Track</b> |
| Footway dining in the village centres | m2   | 5,620.2 | 5,723.48 | -       | 6,112.7        | 6,370.51 | 6,257.07 | 6,459 | 6,459  | The area represents 582 outdoor dining licences.                  | Indicator Only  |
| Footway dining in the city centre     | m2   | 2,980.1 | 3,199.25 | -       | 3,547.92       | 3,859.67 | 3,987.39 | 4,144 | 4,144  | The area represents 224 outdoor dining licences.                  | Indicator Only  |

## Public amenity

| Key Performance Indicator   | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |       |       |       |        | Comment  | Status          |
|---|------|---------|---------|---------|----------------|-------|-------|-------|--------|--|-----------------|
|   |      | Result  | Result  | Target  | Q1             | Q2    | Q3    | Q4    | YTD    |  |                 |
| New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments) | m2   | 9,821   | 10,837  | 7,500   | 3,212          | 3,340 | 1,161 | 3,175 | 10,888 | Significant projects have included Coulbourne Ave Glebe, Murray and Bunn St Pymont, Glebe Point Rd Glebe, William St Beaconsfield, Queen St Beaconsfield, Cope St Waterloo, Maryanne St Ultimo, and Carillon Ave Camperdown.<br>In total 10,888m2 of landscaping has been delivered for the year so far in conjunction with the footpath upgrade program in order to green and cool the City and contribute toward delivery of greening targets. | <b>On Track</b> |



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

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

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

| Major Programs   | Progress To Date  | Status          |
|--|---|-----------------|
| <b>Connecting with the harbour foreshore</b>   |   |                 |
| Develop and deliver a staged implementation of public art and other projects for the Eora Journey Recognition in the Public Domain Program through the Yananurala walk | Yananurala, (formerly the Harbour Walk) curated by Emily McDaniel, provides a curatorial approach to Aboriginal recognition along the harbour foreshore in the public domain. Interpretive markers are installed at key points along the 9km length of the walk which feature the icon which is a bara (shell hook). These markers have been included in the City's Culture Walks App as a walk to encourage people to walk country. Artist Lucy Simpson is carrying out design development of her concept in response to the brief for 'Sitelines and Conversations'. A brief for a public artwork celebrating Patyegeerang's gift of Sydney Aboriginal language to William Dawes at Tara/Dawes Point is in development. A video to communicate the brief will also be produced, aiming to involve Aboriginal and Torres Strait Islander communities in informing the artist brief . | <b>On Track</b> |

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

| Major Programs  | Progress To Date  | Status          |
|---|---|-----------------|
| <b>Equitable distribution and access</b>  |   |                 |
| Undertake ongoing data collection, research and analysis to inform the City's Open Space and Recreation Needs Study priorities and directions       | The City undertakes ongoing research to ensure the latest trends in recreation and open space use inform the City's planning. The Park Visitor Survey undertaken annually at selected parks across the network is currently underway.                           | <b>On Track</b> |
| <b>Land under the care and control of the City is managed equitably</b>   |   |                 |
| Review the City's Plans of Management as required, ensuring that public space is managed in an equitable, inclusive, resilient and regenerative way | The City reviews adopted plans of management on an ongoing basis to ensure the plans align to community values, organisational objectives and legislative requirements. In 2023/24 the City continued to review and update the Generic Plan of Management 2012. | <b>On Track</b> |

## Access to pools and sporting facilities

Deliver programs and services at pools, sporting facilities and community tennis courts that support inclusive participation, social connection and wellbeing

In FY24, the City's Community Tennis Centres offered a variety of programs and events. Highlights included school holiday camps, round-robin Hot Shot tournaments, and free programs such as LGBTQIA+ social tennis and The Settlement's after-school tennis program. Key partnerships with Buckingham House supported mental health initiatives, while Activate UTS promoted female participation through the Women in Sport Program. The Annual Community Championships in December, featuring 23 categories, were supported by local businesses. Other notable achievements were the expansion of partnerships with local healthcare providers for therapeutic tennis programs, community outreach programs for seniors, and collaborations with local schools for after-school tennis sessions. Occupancy across all courts exceeded targets and significantly outperformed industry standards.

**On Track**

Throughout 2024, the City's pools hosted initiatives including the Migrant Swim Program, which focused on water safety and swimming skills for refugees and migrants, and the Empowerment of Women in Sport Summit, which addressed barriers to female sports participation. Community Network Forums concentrated on the needs and barriers for seniors. The centres also hosted a Seniors Festival, offering free entry, additional classes for seniors, information talks, and social breakfasts. The delivery of the Trans and Gender Diverse Swim Event promoted inclusivity for diverse communities. Additionally, Healthy Lifestyle information sessions presented by Diabetes Australia were well-received. The annual Centre open days offered free entry and showcased the centres with an increased focus on holistic health and wellbeing.

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

| Key Performance Indicator                          | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |    |    |        |        | Comment   | Status         |
|--|------|---------|---------|---------|----------------|----|----|--------|--------|---|----------------|
|  |      | Result  | Result  | Target  | Q1             | Q2 | Q3 | Q4     | YTD    |   |                |
| Green open space under the City's care and control | m2   | -       | -       | -       | -              | -  | -  | 215.73 | 215.73 | Over 215ha of parks and green streetscapes is managed by the City of Sydney. There has been a 1ha increase in the past year due to new streetscapes and traffic treatments. | Indicator Only |

## Access to pools and sporting facilities

| Key Performance Indicator   | Unit | 2021/22  | 2022/23  | 2023/24 | 2023/24 Result |     |     |     |       | Comment  | Status          |
|---|------|----------|----------|---------|----------------|-----|-----|-----|-------|--|-----------------|
|   |      | Result   | Result   | Target  | Q1             | Q2  | Q3  | Q4  | YTD   |  |                 |
| Usage -v- capacity of sports fields (booked use) (hours used -v- hours available) | %    | 97.25    | 93.25    | 85      | 92             | 98  | 97  | 95  | 95.5  |  | <b>On Track</b> |
| Attendances at aquatic and leisure centres  | 000  | 1,054.71 | 1,798.77 | -       | 452            | 520 | 583 | 443 | 1,998 | Full-year attendance reached 1.99 million, reflecting an 11.1% increase from last year and 8% ahead of target. This increase was primarily driven by continued growth in health and fitness memberships. | Indicator Only  |

| Key Performance Indicator                     | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |    |    |    |     | Comment   | Status         |
|---|------|---------|---------|---------|----------------|----|----|----|-----|---|----------------|
|   |      | Result  | Result  | Target  | Q1             | Q2 | Q3 | Q4 | YTD |   |                |
| Peak Occupancy - Perry Park Recreation Centre | %    | 90      | 90      | -       | 90             | 88 | 86 | 92 | 92  | Throughout the year, we achieved strong participation outcomes, with an average full-year occupancy of 88% that reflects ongoing efforts to optimise space utilisation effectively. Our internal social sports competitions have continued to see significant growth, with an average of 106 teams participating each week—an increase of 19 teams from last year. Notably, the centre has further established itself as a hub for community sports events through collaboration with key hirer groups. Highlights of the year include the hosting of the inaugural Open Day, which attracted over 300 adults and 200 children, and the Mardi Gras Volleyball Tournament, which saw participation from more than 250 individuals. | Indicator Only |
| Peak occupancy - City's outdoor tennis courts | %    | 77      | 67      | -       | 70             | 70 | 72 | 68 | 68  | 68% consolidated peak occupancy for the year compared to the national average of 25%. This is consistent with last year.  | Indicator Only |

## SD04 Design excellence and sustainable development

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

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

| Major Programs   | Progress To Date  | Status          |                |                |                |      |      |       |       |         |                 |
|--|---|-----------------|----------------|----------------|----------------|------|------|-------|-------|---------|-----------------|
| <b>Inclusive and accessible places</b>   |   |                 |                |                |                |      |      |       |       |         |                 |
| Investigate new and updated planning controls for universal design, child friendly developments and recognition of LGBTIQ+ heritage in Oxford Street | The LEP/DCP update was endorsed for exhibition by Council in December 2023. It includes draft controls to increase the number of apartments that are universally designed, and to increase the supply of well-located family-friendly apartments. Public exhibition of the proposals is planned in 2024. The City undertook a study of LGBTIQ+ heritage on Oxford Street and identified three potential new heritage items and updates to heritage inventory sheets for existing sites and the Oxford Street Heritage Conservation Area to reflect LGBTIQ+ associations. The new heritage items will be reported to Council in 2024 for public exhibition as part of a heritage planning proposal.    | <b>On Track</b> |                |                |                |      |      |       |       |         |                 |
| Establish a nightlife sound program aimed at managing entertainment sound to support a thriving and vibrant 24-hour economy                          | In November 2023 the NSW Government passed the 24-Hour Economy Legislation Amendment (Vibrancy Reforms) Bill 2023 and 24-Hour Economy Commissioner Bill 2023. Liquor and Gaming NSW has been established as the regulator for entertainment sound from licensed venues as of 1 July 2024. The City provided feedback to the NSW Government on the implementation of the reforms. The City is continuing the work to develop the City's entertainment sound planning controls and investigate the establishment of Special Entertainment Precincts.  | <b>On Track</b> |                |                |                |      |      |       |       |         |                 |
| <b>Create great places</b>   |   |                 |                |                |                |      |      |       |       |         |                 |
| Review planning controls for centres, high streets, heritage areas and other strategic precincts to create great places                              | Reviews of planning controls for Heritage Conservation Areas and the Pymont Peninsula, in response to the NSW Government's place strategy, were reported to Council in December 2023. The draft controls are planned to be exhibited in 2024 following NSW Government approval.   | <b>On Track</b> |                |                |                |      |      |       |       |         |                 |
| <b>Urban renewal</b>   |   |                 |                |                |                |      |      |       |       |         |                 |
| Develop and implement public domain plans and placemaking strategies for urban renewal areas as required   | The City continues to deliver the new streets, open spaces, pedestrian and bike links in line with our public domain strategies for urban renewal areas, in particular Green Square. Facilities are being delivered as part of joint projects with the Department of Education including Green Square School and Community Spaces, which is under construction, and the Alexandra Park Community School sports field that has been completed. Both include amenities for out of school hours community use. Programming of Green Square Plaza and other public spaces in Green Square are ongoing with events and activities as community/ place making initiatives such as markets and performances. | <b>On Track</b> |                |                |                |      |      |       |       |         |                 |
| <b>Create great places</b>   |   |                 |                |                |                |      |      |       |       |         |                 |
| Key Performance Indicator  | Unit  | 2021/22 Result  | 2022/23 Result | 2023/24 Target | 2023/24 Result |      |      |       |       | Comment | Status          |
|  |   |                 |                |                | Q1             | Q2   | Q3   | Q4    | YTD   |         |                 |
| Average time to determine 90% of footway applications  | Days  | 11.6            | 23.1           | 35             | 19.11          | 18.2 | 19.3 | 22.4  | 22.4  |         | <b>On Track</b> |
| Annual investment on acquiring, developing, and enhancing infrastructure and assets  | \$M   | -               | 75.43          | -              | -              | -    | -    | 96.38 | 96.38 |         | Indicator Only  |

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

| Major Programs   | Progress To Date   | Status          |
|--|--|-----------------|
| <b>Central Sydney Planning Strategy</b>  |  |                 |
| Implement the Central Sydney Planning Strategy to facilitate commercial space and activity | The City continues to assess site specific planning proposals consistent with the Central Sydney Planning Strategy. A planning proposal for a site at 383 Kent Street, aligning with the Strategy, was approved for exhibition by Council and the Central Sydney Planning Committee. | <b>On Track</b> |

### Planning for business, industry and economic opportunities

|   |  |                 |
|---|--|-----------------|
| Conduct strategic studies and reviews to inform planning control amendments that protect and grow business, jobs and economic opportunities | The City is continuing to engage with proponents on potential planning proposals under the Central Sydney Planning Strategy and in other areas. Council approved planning proposals for commercial space for a site on Kent Street, Sydney, Elizabeth Street, Surry Hills and Kippax Street, Surry Hills. A planning proposal for Commonwealth Street was completed. The City's Pymont Ultimo planning proposal is awaiting Gateway from NSW Government and will contribute to economic opportunities. | <b>On Track</b> |
|---|--|-----------------|

### Planning for business, industry and economic opportunities

| Key Performance Indicator        | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |        |       |        |         | Comment   | Status         |
|----------------------------------|------|---------|---------|---------|----------------|--------|-------|--------|---------|---|----------------|
|                                  |      | Result  | Result  | Target  | Q1             | Q2     | Q3    | Q4     | YTD     |   |                |
| Commercial development approved  | m2   | 257,087 | 109,568 | -       | 37,398         | 5,718  | 2,807 | 98,631 | 144,554 | Includes major tower in Hunter Street (84,000m <sup>2</sup> )   | Indicator Only |
| Commercial development completed | m2   | 151,967 | 205,631 | -       | 16,579         | 54,549 | 8,007 | 35,611 | 114,746 | Includes 11,700m <sup>2</sup> retail in Crown & Baptist Streets, and 15,100m <sup>2</sup> commercial in CBD | Indicator Only |

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

| Major Programs  | Progress To Date  | Status          |
|---|---|-----------------|
| <b>Infrastructure planning, delivery and collaboration</b>  |   |                 |
| Collaborate with the private sector to deliver new or upgraded public infrastructure aligned with new development | The City executed 12 new Planning Agreements with the private sector during the year. The Agreements will deliver substantial new and upgraded public infrastructure including widened footpaths to Botany Rd and Bourke Rd, Alexandria and Lachlan Street, Waterloo and new parks, roads and stormwater drainage in the Epsom Park precinct. | <b>On Track</b> |
| Review contributions plans to support the delivery of infrastructure needed by new development                    | The draft Ultimo Pymont Local Infrastructure Contributions Plan will be publicly exhibited soon, alongside draft planning controls for Ultimo and Pymont. Work is currently underway to prepare a new plan to replace the City of Sydney Development Contributions Plan 2015.   | <b>On Track</b> |



## Infrastructure planning, delivery and collaboration

| Key Performance Indicator              | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |    |    |    |     | Comment | Status         |
|--|------|---------|---------|---------|----------------|----|----|----|-----|---------|----------------|
|  |      | Result  | Result  | Target  | Q1             | Q2 | Q3 | Q4 | YTD |         |                |
| Voluntary Planning Agreements offers   | No.  | 16      | 12      | -       | 6              | 3  | 1  | 1  | 11  |         | Indicator Only |
| Voluntary Planning Agreements executed | No.  | 14      | 8       | -       | 3              | 1  | 4  | 4  | 12  |         | Indicator Only |

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

| Major Programs  | Progress To Date  | Status          |         |         |                |    |    |    |     |         |                |
|---|---|-----------------|---------|---------|----------------|----|----|----|-----|---------|----------------|
| <b>Design excellence</b>  |   |                 |         |         |                |    |    |    |     |         |                |
| Facilitate competitive architectural design processes to achieve design excellence  | Since the start of the financial year the City has facilitated the completion of 13 competitive architectural design processes located in Central Sydney, Erskineville, Ultimo, Alexandria, Haymarket, Zetland, Woolloomooloo and Waterloo. | <b>On Track</b> |         |         |                |    |    |    |     |         |                |
| <b>Advice from expert panels</b>  |   |                 |         |         |                |    |    |    |     |         |                |
| Facilitate the Design Panels to provide expert advice on major public projects, private development and public art proposals                          | The Design Advisory Panel and Public Art Advisory Panel meet monthly and continue to provide valuable expert advice to the City on public domain design, park projects, major development applications and public art proposals.            | <b>On Track</b> |         |         |                |    |    |    |     |         |                |
| <b>Advocacy</b>   |   |                 |         |         |                |    |    |    |     |         |                |
| Engage with government led urban renewal projects to deliver design excellence, high environmental performance and provide appropriate infrastructure | The City is engaging with relevant agencies to deliver design excellence, improved sustainability outcomes and appropriate infrastructure on State led urban renewal projects including Central Station and Explorer Street, Eveleigh.      | <b>On Track</b> |         |         |                |    |    |    |     |         |                |
| <b>Design excellence</b>  |   |                 |         |         |                |    |    |    |     |         |                |
| Key Performance Indicator   | Unit  | 2021/22         | 2022/23 | 2023/24 | 2023/24 Result |    |    |    |     | Comment | Status         |
|   |   | Result          | Result  | Target  | Q1             | Q2 | Q3 | Q4 | YTD |         |                |
| Design excellence competitions completed  | No.   | -               | 7       | -       | -              | -  | -  | 13 | 13  |         | Indicator Only |

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

| Major Programs  | Progress To Date  | Status          |                |                |                   |                   |                   |                   |                    |  |                           |
|---|---|-----------------|----------------|----------------|-------------------|-------------------|-------------------|-------------------|--------------------|--|---------------------------|
| <b>Development supports a healthy environment and community</b>   |   |                 |                |                |                   |                   |                   |                   |                    |  |                           |
| Investigate planning controls to increase tree canopy, encourage green roofs and support biodiversity in development                            | Planning controls to increase tree canopy, encourage green roofs and support biodiversity in development have been included with the LEP and DCP Update, reported to Council in December 2023. Public exhibition of the controls is planned in 2024 following NSW Government Gateway approval.  | <b>On Track</b> |                |                |                   |                   |                   |                   |                    |  |                           |
| <b>Better designed and operated buildings</b>   |   |                 |                |                |                   |                   |                   |                   |                    |  |                           |
| Advocate for improvements to the National Construction Code to achieve net zero buildings by 2035   | The City made a submission in June 2024 to the Australian Building Codes Board that addressed energy efficiency changes that are being proposed for the next edition (2025) of the National Construction Code.  | <b>On Track</b> |                |                |                   |                   |                   |                   |                    |  |                           |
| 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 stormwater management and reuse controls. Proposed water efficiency and updated stormwater reuse controls for buildings have been approved by Council for public exhibition in December 2023. Public exhibition of the controls is planned in 2024 following NSW Government approval.   | <b>On Track</b> |                |                |                   |                   |                   |                   |                    |  |                           |
| <b>Increase resilience through well designed and planned development</b>  |   |                 |                |                |                   |                   |                   |                   |                    |  |                           |
| 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 that was reported to Council in December 2023. The proposed planning controls are to manage flood associated risk and achieve good urban design outcomes. Public exhibition of the controls is planned in 2024 following NSW Government approval. | <b>On Track</b> |                |                |                   |                   |                   |                   |                    |  |                           |
| <b>Better designed and operated buildings</b>   |   |                 |                |                |                   |                   |                   |                   |                    |  |                           |
| Key Performance Indicator   | Unit  | 2021/22 Result  | 2022/23 Result | 2023/24 Target | 2023/24 Result Q1 | 2023/24 Result Q2 | 2023/24 Result Q3 | 2023/24 Result Q4 | 2023/24 Result YTD | Comment  | Status                    |
| Average time to determine 90% of DA applications  | Days  | 62.9            | 85.23          | 55             | 91.24             | 86.5              | 85.6              | 84.4              | 84.4               |  | <b>Attention Required</b> |
| Average processing time for construction certificates   | Days  | 7.98            | 9.96           | 10             | 9.5               | 10                | 12                | 10                | 10.38              | A mean average of 10 days was achieved for quarter4. This met the established agreed target. | <b>Attention Required</b> |
| Average time to determine 90% of S4.55 applications   | Days  | 38.3            | 48.87          | 40             | 47.57             | 44.5              | 43.7              | 42.77             | 42.77              |  | <b>Watch</b>              |
| Median (net) assessment time to determine DA & S4.55 applications   | Days  | 52              | 64             | 45             | 62                | 60                | 61                | 61                | 61                 |  | <b>Attention Required</b> |
| Outstanding DA & S4.55 applications over 100 days   | %   | 19.4            | 35.6           | 20             | 26.3              | 19.6              | 31.3              | 19.57             | 19.57              |  | <b>On Track</b>           |

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

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

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

| Major Programs | Progress To Date | Status |
|----------------|------------------|--------|
|----------------|------------------|--------|

#### Public domain and public space programs

|   |   |                 |
|---|---|-----------------|
| Ensure the needs of our diverse community are considered in the public domain master planning including transport and urban growth projects | The City is advocating for high quality and co-ordinated public domain outcomes for metro station precincts, Central Station planning and the Redfern Station upgrade. Advocacy and input into major state government development projects including Blackwattle Bay, Waterloo Estate, Barangaroo Central/Hickson Road and North Eveleigh is ongoing. The prime objective is to ensure a high quality, accessible public domain to allow people to walk and cycle to public transport and other destinations including home, work and recreation as well as new public spaces for people to recreate. | <b>On Track</b> |
|---|---|-----------------|

#### Reallocation of street space

|  |  |                 |
|--|--|-----------------|
| 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 remainder of the George Street pedestrian boulevard between Hunter and Alfred Streets. Construction has commenced and is well underway. | <b>On Track</b> |
|--|--|-----------------|

#### 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 | <p>The City continues to work with Transport for NSW to reduce speed limits to a maximum 40km/h on all roads within the City of Sydney. TfNSW is responsible for approving changes to speed limits. The City has accepted a funding offer from Transport for NSW under the 2023/24 Safe Speed Program to implement 40km/h on all local and regional roads in Glebe, Forest Lodge, Beaconsfield and Waterloo. The City submitted signage plans for approval to TfNSW in April 2024 and has received in-principle approval but not final sign-off. Once the changes are complete (estimated August 2024), all local and regional roads in the LGA will have a speed limit of 40km/h.</p> <p>The City will continue to advocate for 40km/h on the state road network within the LGA. The City has also applied to Transport for NSW for a 30km/h speed limit in the existing city centre 40km/h High Pedestrian Activity Area, consistent with Action 15 in the City's Access Strategy and Action Plan.</p> | <b>On Track</b> |
|---|--|-----------------|

#### Public domain and public space programs

| Key Performance Indicator   | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 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   | 328.82  | 328.82  | -       | 328.82         | 328.82 | 328.82 | 328.82 | 328.82 | 328.82  | There has been no major changes to speed limits in the past 12 months. However, the City has accepted a funding offer from Transport for NSW under the 2023/24 Safe Speed Program to implement 40km/h on all local and regional roads in Glebe, Forest Lodge, Beaconsfield and Waterloo, the last remaining local and regional roads in the LGA. | Indicator Only |

| Reallocation of street space    |      |         |         |         |                |       |    |       |       |   |          |
|---------------------------------|------|---------|---------|---------|----------------|-------|----|-------|-------|---|----------|
| Key Performance Indicator       | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |       |    |       |       | Comment   | Status   |
|                                 |      | Result  | Result  | Target  | Q1             | Q2    | Q3 | Q4    | YTD   |   |          |
| Footway replaced by green verge | m2   | 3,365   | 3,858   | 2,000   | 3,078          | 1,229 | 80 | 1,618 | 6,005 | Large scale footway and traffic safety improvement programs provided additional opportunities to increase greening. | 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. The City released its 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 City made a submission to the NSW Parliament's Metro West Inquiry, focussed heavily on the arguments for extending the line to Zetland ASAP (the Lord Mayor and a senior staff member subsequently gave evidence at an Inquiry Hearing on 13.10.23). Senior City staff also attended a workshop with leaders of the NSW Government's Independent Metro Review, with a strong emphasis on the priority for Metro to Zetland as part of any review of Metro West. Advocacy included a station for Central as part of the extension. In late 2023, following its Independent Metro Review, the NSW Government announced there was no formal commitment to extending Metro West from Hunter Street, including to Zetland. Despite this, the City will continue to advocate for this important project. There are no current external processes providing opportunities for City to advocate for the Metro West extension to Central and Zetland. The City is considering its next steps. | 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 has developed and is trialling a needs-based approach for prioritising pedestrian crossings based on land uses, and gaps in the walking connectivity. The City continues to undertake Walking and Place studies to identify further areas for crossing improvements in targeted precincts. The Walking Strategy and Action Plan, adopted June 2024, provides a remit to double the number of pedestrian crossings installed over the next 10 years. The changes to approval processes made possible by the NSW Government Delegations relating to streets could also provide some opportunities for accelerating a program to deliver pedestrian crossings in some locations, however the City is still developing internal processes to implement the Delegations. In the interim, all new crossing proposals will continue to go to the Local Pedestrian, Cycling and Traffic Calming Committee for consideration. | On Track |
| Deliver improvement works in the Central Business District, including the installation of Smartpoles, upgraded and improved LED street lighting, traffic signals, street furniture and the installation of granite paving | The 2023/24 Central Business District Streetscape Improvement program included granite paving in Clarence, Goulburn, and York Streets and installation of 9 Smartpoles and LED lighting on Barrack, Sussex and Goulburn Street.   | On Track |
| Implement priority public domain improvements from the Liveable Green Network strategy  | The City continues to deliver actions from the Liveable Green Network (LGN) 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. Crown Street was also prioritised for upgrade as a village main street and LGN pedestrian priority network route. The Crown Street upgrade incorporates wider footpaths, greening, additional trees and street furniture in accordance with LGN improvement principles.   | On Track |

## Encourage and monitor walking participation

Implement a program of activities that removes barriers to walking by improving safety and connectivity for people walking

The City's Walking Strategy and Action Plan was adopted in June 24. In addition to continuing existing programs of walking and public domain improvements worth around \$28 million per year, the action plan includes a number of further initiatives to increase our commitment to improving the walking experience. This includes updating our design guidance, improving how road rules relate to people walking, developing a code of practice to minimise the impacts of construction activities on people walking and advocating for improved priority at signals and reduced speed limits.

**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 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 reduced waiting times, increasing space and improving quality of the public domain for people walking. These items are all key actions in the City's Walking Strategy which was adopted in June 2024.

**On Track**

## Improve safety, connectivity and amenity

| Key Performance Indicator   | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 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.  | 13      | 24      | 10      | 4              | 1     | 3   | 8     | 16     | Large scale traffic safety improvement programs provided additional opportunities to deliver more pedestrian safety and traffic calming installations. | <b>On Track</b> |
| Footway renewed   | m2   | 14,687  | 14,193  | 10,000  | 7,541          | 4,594 | 266 | 5,911 | 18,312 | Large scale footway and traffic safety improvement programs in FY24  | <b>On Track</b> |
| New granite infill paving   | m2   | 1,500   | 906     | 1,500   | 464            | 0     | 700 | 2,015 | 3,179  | Additional scope delivered due to earlier than expected TfNSW approvals as well as sites being available earlier from developers.                      | <b>On Track</b> |

## Encourage and monitor walking participation

| Key Performance Indicator                                    | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |         |    |         |           | Comment  | Status                |
|--|------|---------|---------|---------|----------------|---------|----|---------|-----------|--|-----------------------|
|  |      | Result  | Result  | Target  | Q1             | Q2      | Q3 | Q4      | YTD       |  |                       |
| Walking counts at key locations in the Local Government Area | No.  | 503,442 | 666,972 | -       | -              | 743,439 | -  | 736,000 | 739,719.5 | Average pedestrian volume increase across 15 sample locations between November 2021 (baseline) to March 2024 is 46% showing very strong recovery post covid.<br>The aim of this measure is to track the increase in pedestrian activity across the LGA. The measure includes both weekend and weekday counts, and the sites have been selected so that there is one on each village high street and four in the city centre. The Q2 2023/24 figure was incorrectly reported as 48. That has been corrected to 743,439. | <b>Indicator Only</b> |



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

| Major Programs  | Progress To Date   | Status          |
|---|--|-----------------|
| <b>Safe, connected cycleways</b>  |  |                 |
| Implement cycleways within our local area as per the future bike network approved by Council  | <p>Construction is underway on:</p> <ul style="list-style-type: none"> <li>- Castlereagh Street streetscape upgrade and cycleway</li> <li>- Oxford Street and Liverpool Street cycleway</li> <li>- Glebe to Ultimo cycleway</li> <li>- Ashmore to Green Square Connector cycleway</li> </ul> <p>Cycleway projects in the design phase include: Ultimo to Surry Hills cycleway, Rosebery quietway, King to College connection, O'Dea Avenue cycleway and Wellington Street cycleway.</p> <p>We consulted the community about the Surry Hills to Central quietway.</p>   | <b>On Track</b> |
| Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local area | Capital works projects and maintenance programs are in place in line with the Cycling Strategy and Action Plan to enhance and maintain the cycleway network across the Local Government Area. Projects such as the City South Bike network link at Kelly and Mary Ann Streets, as well as the renewal of shared path line marking and signage, were all priority works this financial year.  | <b>On Track</b> |
| <b>Collaboration</b>  |  |                 |
| Work with neighbouring councils, state and federal governments to implement a cycleway network across Sydney                                      | <p>City staff continue to work to get Transport for NSW (TfNSW) to fix key missing links with neighbouring councils, such as:</p> <ul style="list-style-type: none"> <li>- The state road section of Wilson Street in Newtown, between King Street and Erskineville Road</li> <li>- Bridge Road Glebe</li> <li>- Sydney Park Road</li> <li>- Alexandra Canal</li> <li>- Sydney Harbour Bridge southern exit</li> <li>- Flinders Street</li> </ul> <p>The City wrote to TfNSW asking for an increase in the funding allocation for the NSW Get Active grants program to meet continuing high demand from councils. We are also providing advice and input to TfNSW for the business case for the Strategic Cycleway Corridors.</p> <p>City staff continue to provide advice and guidance for neighbouring councils.</p> | <b>On Track</b> |

## Encourage and monitor cycling participation

Encourage bicycle riding in our local area

This financial year, we held a total of 72 Share the Path onsite education sessions, including 884 free tune-ups, and 2605 maps and 466 bells were distributed. We also held events for ride to school day with Crown Street PS and Fort Street PS, and ran activities at Forest Lodge PS for world earth day.

**On Track**

Cycling course attendance this year:

- 106 at the Cycling in the City course
- 100 at the individual Cycling in the City course
- 51 at the Rusty Riders course
- 87 staff completed the staff cycling course
- 176 at the Bike Care & Maintenance course
- 105 school children did the schools course
- 2079 young children attended Balance Bike Clinic

We held Try an E-bike events in Sydney Park, Green Square and Erskineville to give residents in different areas a chance to test ride an e-bike and explore the new local cycleways. Hundreds of attendees included strong representation from women and families. We also ran guided rides to connect residents with local history and local community activities, including one in partnership with University of Sydney.

The City of Sydney's Instagram video on 3 June for World Bicycle Day showed the bike route from Sydney Harbour Bridge to Green Square.

## Safe, connected cycleways

| Key Performance Indicator               | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |    |      |    |      | Comment   | Status                    |
|---|------|---------|---------|---------|----------------|----|------|----|------|---|---------------------------|
|   |      | Result  | Result  | Target  | Q1             | Q2 | Q3   | Q4 | YTD  |   |                           |
| New separated cycleways provided        | Km   | 0.54    | 4.23    | 2       | 0              | 0  | 0    | 0  | -    | Cycleways on six streets are under construction (Castlereagh, Oxford, Liverpool, Kelly and Mary Ann, and Ashmore to Green Square connector). No new separated cycleways opened during the FY23-24 reporting period.   | <b>Attention Required</b> |
| New on-road cycleways provided/upgraded | Km   | 1.24    | 0.77    | 2.6     | 0              | 0  | 2.97 | 0  | 2.97 | Throughout the LGA 2.42 km of one-way streets were upgraded to allow people riding to travel in the opposite direction to motor vehicle traffic and 0.55 km of streets were upgraded with the removal of bicycle shoulder lane markings and proper placement of bicycle symbols in the centre of the travel lane. | <b>On Track</b>           |

## Encourage and monitor cycling participation

| Key Performance Indicator   | Unit | 2021/22  | 2022/23 | 2023/24 | 2023/24 Result |        |    |        |        | Comment   | Status         |
|---|------|----------|---------|---------|----------------|--------|----|--------|--------|---|----------------|
|   |      | Result   | Result  | Target  | Q1             | Q2     | Q3 | Q4     | YTD    |   |                |
| Cycling counts at key intersections around the City of Sydney. Baseline March 2010 19,152 | No.  | 37,107.5 | 42,556  | -       | -              | 50,439 | -  | 51,271 | 50,855 | There were 51,271 instances of bikes observed at 68 intersections during the counting period (6-9am+4-7pm) on the count date in March 2024. This represents +168% growth over the count in March 2010 (more than two and a half times as many bikes observed). The previously reported figure for December 2023 has been revised. | Indicator Only |
| Growth in cycling activity at key intersections around the City of Sydney                 | %    | 4        | 9       | -       | -              | 13     | -  | 2      | 2      | At the March 2024 count there were 2% more bikes counted at key intersections than at the October 2023 count. The March 2024 count is an increase of 5 percentage points, to now +168% over the count in March 2010.  | Indicator Only |
| Attendees at cycle safety courses   | No.  | 127      | 267     | -       | 63             | 41     | 87 | 66     | 257    | The previously published data for the December quarter period has been revised.   | Indicator Only |

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

| Major Programs  | Progress To Date   | Status          |         |         |                |         |    |         |         |         |                |
|---|--|-----------------|---------|---------|----------------|---------|----|---------|---------|---------|----------------|
| <b>Efficient freight and servicing</b>  |  |                 |         |         |                |         |    |         |         |         |                |
| Work with the NSW Government and businesses to develop new and innovative solutions to freight and servicing, including more productivity from loading spaces and exploring higher-amenity options for "last mile" distribution | The City continues to explore the opportunities for shared off-street docks through the planning and development system.                                       | <b>On Track</b> |         |         |                |         |    |         |         |         |                |
| <b>Manage parking and kerbside space</b>  |  |                 |         |         |                |         |    |         |         |         |                |
| Ensure the Neighbourhood Parking Policy and kerbside allocation support city outcomes, such as the need for access for people with disabilities   | The City is undertaking final review of time limits and permits, to ensure the Policy reflects the City's future needs post-Covid.                             | <b>On Track</b> |         |         |                |         |    |         |         |         |                |
| Manage the demand for parking to ensure there is equitable access to the constrained supply   | Kerbside restrictions are implemented to manage various needs and encourage turnover. Rangers proactively monitor parking across the LGA to regulate controls. | <b>On Track</b> |         |         |                |         |    |         |         |         |                |
| <b>Manage parking and kerbside space</b>  |  |                 |         |         |                |         |    |         |         |         |                |
| Key Performance Indicator   | Unit   | 2021/22         | 2022/23 | 2023/24 | 2023/24 Result |         |    |         |         | Comment | Status         |
|   |  | Result          | Result  | Target  | Q1             | Q2      | Q3 | Q4      | YTD     |         |                |
| Car share bookings  | No.  | 289,016         | 253,433 | -       | -              | 107,486 | -  | 118,144 | 225,630 |         | Indicator Only |

## SD06 An equitable and inclusive city

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

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

| Major Programs  | Progress To Date  | Status          |
|---|---|-----------------|
| <b>Partnerships, self-determination and reconciliation</b>  |   |                 |
| Ongoing implementation of the Stretch Reconciliation Action Plan  | The Stretch Reconciliation Action Plan (RAP) is being implemented with updates reported quarterly at meetings with the RAP working group. An annual report is provided to Council and the City's Aboriginal and Torres Strait Islander advisory panel. Reconciliation Australia supported an extension of the Stretch RAP until November 2024. The City's next Reconciliation Action Plan is in development.  | <b>On Track</b> |
| Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations acknowledging the Closing the Gap priority actions | 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. The City's Aboriginal and Torres Strait Islander advisory panel is an important relationship with community members who continue to provide advice and guidance on City activities. | <b>On Track</b> |
| <b>Enable self determined, culturally safe spaces</b>   |   |                 |
| Support the community's aspirations for the future use of the local Aboriginal knowledge and culture centre in Redfern at 119 Redfern Street  | 119 Redfern Street was officially opened on Saturday 11 May. An Identified Manager Aboriginal Programs has been appointed, and staff are working with the Aboriginal and Torres Strait Islander community to develop and deliver programs from the space that meet community need.  | <b>On Track</b> |

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

| Major Programs                                 | Progress To Date  | Status          |
|--|---|-----------------|
| <b>Inclusion</b>                               |   |                 |
| Implement the Inclusion Disability Action Plan | <p>Highlights include:</p> <ul style="list-style-type: none"> <li>• 18 Auslan and English story time sessions, 11 Auslan interpreted talks and workshops, with 2,452 views of Auslan and English Storytime videos</li> <li>• Programs and events for International Day of People with Disability across the City's community facilities</li> <li>• Over 76,000 views of 5 videos exploring the lives of young people with disability</li> <li>• There were 4,818 views of the Accessibility Map</li> <li>• 70 attendances at a "Good access is good for business" breakfast</li> <li>• 55 funded creative projects delivered over 1,333 events and activities catering for audiences with disability, including 128 artists with a disability</li> <li>• \$17.80 million was spent on upgrades to pedestrian access with 18,312 m<sup>2</sup> of footpath, 75 new kerb ramps, and 16 pedestrian and traffic calming installations, while 20 new mobility parking spaces were installed</li> <li>• The City was reaccredited as a Disability Confident Recruiter for a third successive year and won the 2024 Local Government Professionals Australia (NSW) Excellence Award for Organisational Diversity and Inclusion</li> <li>• New public access computers were installed with improved accessibility features</li> </ul> | <b>On Track</b> |

## Support community needs

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

Libraries welcomed 20,157 new members over this period. Attendance grew 18% this year across all branches, noting that Waterloo and Newtown were both closed for some of the year due to building upgrades. There was also 18% growth this year in items accessed by our communities. The home library service made 1,432 deliveries, there were 254,798 library app launches and our online service team supported 23,424 interactions.

**On Track**

Libraries continue to collaborate with community centres, providing weekly digital skills group sessions and participating at 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 delivered a range of programs that provided affordable and inclusive opportunities for the community to come together and participate in creative activities, talks and workshops while building social connections. Feedback remains strong, 94% of respondents felt programs were accessible and 90% felt welcome and included within programs. A total of 15% identified as living with disability. Accessible program highlights include Arts Clubs for over 55's and kids at Ultimo Community Centre, Elders Stories in clay program at Redfern Community Centre, Reconciliation Week choir events at Ultimo Community Centre and Green Square Library and Aboriginal and Torres Strait Islander LGBTIQ+ poetry readings at Darling Square Library.

**On Track**

## Support community needs

| Key Performance Indicator                                 | Unit | 2021/22 Result | 2022/23 Result | 2023/24 Target | 2023/24 Result |        |        |        |          | Comment  | Status         |
|---|------|----------------|----------------|----------------|----------------|--------|--------|--------|----------|--|----------------|
|   |      |                |                |                | Q1             | Q2     | Q3     | Q4     | YTD      |  |                |
| Active library memberships                                | No.  | 89,858         | 78,636         | -              | 71,472         | 69,617 | 70,827 | 69,685 | 69,685   | Active members number is stabilising following 25% decrease from July 2023 following change of renewal arrangements implemented during the pandemic. Members with expiring accounts are contacted and invited to renew their membership. | Indicator Only |
| Items accessed from City libraries (physical and digital) | 000  | 1,126.29       | 1,551.62       | -              | 445.09         | 461.75 | 473.18 | 457.76 | 1,837.79 | An 18% growth this year in items accessed by our community.  | Indicator Only |
| Attendance to City libraries                              | 000  | 367.2          | 831.96         | -              | 253.3          | 223.8  | 265.49 | 241.73 | 984.31   | An 18% growth this year in attendance across all branches. Noting that Waterloo and Newtown were both closed for some of the year due to building upgrades.  | Indicator Only |

## Inclusive and accessible programs and services

| Key Performance Indicator  | Unit | 2021/22 Result | 2022/23 Result | 2023/24 Target | 2023/24 Result |       |       |       |       | Comment  | Status         |
|--|------|----------------|----------------|----------------|----------------|-------|-------|-------|-------|--|----------------|
|  |      |                |                |                | 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.  | 4,491          | 8,148          | -              | 2,229          | 1,972 | 2,201 | 2,380 | 8,782 | This represents an 8% increase compared with the same year to date figure last year. | Indicator Only |

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

| Major Programs  | Progress To Date  | Status          |                |                |                |        |        |        |          |   |                |
|---|---|-----------------|----------------|----------------|----------------|--------|--------|--------|----------|---|----------------|
| <b>Build community skills and capacity</b>  |   |                 |                |                |                |        |        |        |          |   |                |
| Provide demographic, visitor and sector data and analysis to local businesses to assist in decision making and sustainable growth                               | The surveys, case studies and reports section of the City's website contains the latest data for external users. This includes the 2023 Housing Audit and 2023 Residential, Commercial, and Visitor Accommodation Monitors. The 2021 Census results have been updated on both the City's main and Census websites. The City's Floorspace and Employment survey is now complete and data is currently being analysed for public release in Q1 2024/25. Local business groups, peak bodies, and education institutions, will be offered briefings on the findings.  | <b>On Track</b> |                |                |                |        |        |        |          |   |                |
| Advocate to ensure everyone can afford the essentials of daily life, from healthy fresh food through to services such as health care and education              | The City continues to advocate for equitable access to the essentials for daily life. This includes advocacy for an increase in affordable and social housing, through the work on development proposals such as Waterloo South. The City also continues to advocate for access to fresh, nutritious and affordable food working closely with local community organisations and services, and directly through its Food Support Grant program. The City offers programs to support community connection and wellbeing through its facilities and libraries, and program of improvements in parks and open spaces. The City also supports a wide range of forums including a quarterly forum with Domestic Violence NSW and NSW Police to coordinate actions to respond to, and reduce domestic and family violence in the local area. | <b>On Track</b> |                |                |                |        |        |        |          |   |                |
| <b>Increased employment and access to procurement</b>   |   |                 |                |                |                |        |        |        |          |   |                |
| Implement the City's Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff | The City continued to implement the Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander staff. This year, the City achieved its target of 3% Aboriginal and Torres Strait Islander employment and created an additional Aboriginal and Torres Strait Islander Identified role, Workforce Officer - Aboriginal and Torres Strait Islander inclusion to support implementation of the workforce strategy. The City will work with Aboriginal and Torres Strait Islander staff to implement the City's cultural awareness training e-learn.  | <b>On Track</b> |                |                |                |        |        |        |          |   |                |
| <b>Build community skills and capacity</b>  |   |                 |                |                |                |        |        |        |          |   |                |
| Key Performance Indicator   | Unit  | 2021/22 Result  | 2022/23 Result | 2023/24 Target | 2023/24 Result |        |        |        |          | Comment   | Status         |
|   |   |                 |                |                | Q1             | Q2     | Q3     | Q4     | YTD      |   |                |
| Rent concessions given by the City through the accommodation grants program – leases for social initiatives   | \$ '000   | 3,525.07        | 3,583.15       | -              | 872.6          | 849.42 | 860.05 | 995.81 | 3,577.87 | This includes revenue forgone through the Accommodation Grants program. | Indicator Only |



| Key Performance Indicator                    | Unit    | 2021/22  | 2022/23  | 2023/24 | 2023/24 Result |          |        |       |          | Comment   | Status         |
|--|---------|----------|----------|---------|----------------|----------|--------|-------|----------|---|----------------|
|  |         | Result   | Result   | Target  | Q1             | Q2       | Q3     | Q4    | YTD      |   |                |
| Social grants approved by the City of Sydney | \$ '000 | 4,757.88 | 5,177.96 | -       | 2,535.65       | 2,145.15 | 243.06 | 67.45 | 4,991.31 | This year a total of 158 Social grants were approved by Council. These projects were awarded through the City's Community services, Aboriginal and Torres Strait Islander collaboration fund, Food Support, Festival and events sponsorship, Innovation and ideas, Quick Response, Street Banner Sponsorship, and Venue hire support grant programs. This includes support to Redfern Youth Connect to deliver programs that keep Aboriginal young people safe and engaged, and Workventures to provide refurbished smartphones, laptops and mobile data to disadvantaged individuals in the local area and supporting the Official Opening of Qtopia Sydney in Darlinghurst. Previously reported data for Q1 2023/24 has been revised. | Indicator Only |

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

| Major Programs   | Progress To Date  | Status          |
|--|---|-----------------|
| <b>Community engagement</b>  |   |                 |
| Implement the Community Engagement Strategy to involve the community in the City's decision making processes for projects, strategies, policies and services | Our Community Engagement Strategy describes the role communities play in our decision making processes, and includes our community participation plan which describes the public exhibition and notification processes for land use planning matters. An easy read version is available on the City's website. An accessible guide to decision-making at Council is also available online. 24 projects across a wide range of business areas were open for consultation between January and June 2024. City Engagement delivered 6 social housing meetings in Glebe/Ultimo/Pymont, Erskineville / Alexandria, Redfern, Surry Hills, Waterloo, and Woolloomooloo. In addition, City Engagement delivered an Affordable, Social and Inclusive Housing Forum on 7 March 2024 at Sydney Town which was attended by over 135 Mayors, Councillors and senior staff, and community housing providers across metropolitan Sydney. All engagements are conducted in line with the City's Community Engagements Strategy. | <b>On Track</b> |

**Provide inclusive, clear, accurate and accessible information to the community**

Provide updates on our policies, services, projects and programs through communications that reflect and reach the diverse communities of the city

This year we produced a wide variety of communications that reflect and reach our diverse communities, including their stories and images. These include:

**On Track**

- more than 60 e-newsletters with details of activities and events for young people, older people and non-English speakers
- campaigns to promote events and activities in local Aboriginal and Torres Strait Islander communities, including NAIDOC Week, National Reconciliation Week and the opening of 119 Redfern Street
- a multi-channel campaign to promote a Yes vote in the Voice to Parliament referendum
- campaigns to promote LGBTIQ+ activities and events including Mardi Gras, Pride Month, Wear it Purple Day and IDAHOBIT
- promotion of events and activities in the Haymarket area including Sydney Lunar Festival celebrations, capital works projects to revitalise Dixon Street and the new Haymarket grant program
- promotion of important cultural celebrations and events including Refugee Week, Australian South Sea Islander Recognition Day, Ramadan and Holi, and social cohesion events like the Australian Sports Program and anti-racism training
- promotion of programs and initiatives to support the international student community, including the Lord Mayor's welcome event and the international student ambassador program
- promotion of accessible events and initiatives including International Day of Disability, Good Access is Good Business, Auslan story time and updated inclusive and accessible event guidelines.

**Council elections**

Ensure all electoral processes are well managed and meet legislative requirements

Following legislative change by the state government in September 2023, the City now has the same responsibilities to its non-residents as every other local government authority in New South Wales and has fully transitioned to meet its current obligations. New processes have been documented and new management roles are in place to ensure the City meets all legislative requirements.

**On Track**

**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

Free access to technology was delivered through our community facilities and programs to support digital literacy including

**On Track**

- 384,830 free Wi-Fi sessions via public Wi-Fi across 10 library locations. Free Wi-Fi is also offered in 12 community centres and in education and care services
- 113,546 PC sessions across 10 library locations. Free public access computers are offered in five community centres and in education and care services
- 23 sessions delivered to improve digital literacy and inclusion in our libraries and community centres
- Upgrade of 132 PCs (including 5 PCs specifically for children) and 17 multi-function devices and installation of 85 new laptops and 20 iPads across the network.
- 237 Public access computers and 19 multifunction devices made available across 19 community facilities providing free access to internet, printing, scanning, photocopying, Microsoft Office and Adobe Creative Suite.

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

| Major Programs   | Progress To Date   | Status          |
|--|--|-----------------|
| <b>Capacity building</b>   |  |                 |
| Ensure equitable and affordable community access to education programs through our libraries and learning programs   | <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.</p> <ul style="list-style-type: none"> <li>• Highlights include:</li> <li>• 19,918 attendees at 487 face-to-face early literacy programs including Auslan Storytime</li> <li>• 247 attendees at 4 face-to-face Mardi Gras Rainbow Families StoryTime</li> <li>• 2.3m viewers online for National Simultaneous Storytime and 400 attendances at the Indigenous Science Experience Community day at Redfern Community Centre</li> <li>• 376 attendees at 21 programs developed and delivered in our libraries, including 100 young people at the Young Gamers take Customs House Youth Week event</li> <li>• 50 library outreach events with 1,344 attendees</li> <li>• 17 library tours and 10 online book club meetings</li> <li>• 82 targeted programs to enhance life and civic participation including singing, English conversation, creative writing, computer classes and food preservation classes</li> <li>• 112 attendances at 13 sessions across our centres to engage older people in lifelong learning, including English, singing, recycling and reuse masterclass, cooking classes and seniors rights</li> <li>• 12 programs specifically addressing digital literacy in community centres</li> </ul> | <b>On Track</b> |
| Provide education and care services and facilities across the local area, including preschool, long day care, occasional care and outside school hours care services | <p>The City's education and care services have supported 845 children to access services including long day care, occasional care, pre-school and outside school hours care.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> <li>• 58,006 sessions of care across City operated services with 18,085 (31%) sessions being offered at a discounted rate or free</li> <li>• a range of educational and recreational programs, workshops and excursions to local places of interest including aquatic centres, cinemas, theatres, museums, parks and gardens and incursions like magic and reptile shows</li> <li>• Participation in a range of family events including the Annual Early Childhood Athletics Carnival, an end of year BBQ's, morning and afternoon teas and cultural days</li> <li>• a range of celebrations including Educator Days, Book Week, Science Week, Dental Week, Children's Week and National Aboriginal and Torres Strait Islander Children's Day</li> <li>• a range of programs to increase social cohesion including celebrating Lunar Festival and Harmony Day and work to embed Aboriginal Cultural curriculum into daily practice.</li> </ul>  | <b>On Track</b> |

## Capacity building

| Key Performance Indicator   | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 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.  | 853     | 851     | -       | 559            | 47     | 191    | 48     | 845    | The full year figure is comparable with the same period last year.   | Indicator Only |
| Approved early education and care places (long day care, occasional care and preschool) in the City   | No.  | 7,427   | 6,746   | -       | -              | -      | -      | 6,721  | 6,721  |  | Indicator Only |
| Key Performance Indicator   | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |        |        |        |        | Comment  | Status         |
|   |      | Result  | Result  | Target  | Q1             | Q2     | Q3     | Q4     | YTD    |  |                |
| Sessions of care provided at the City's education and care services (long day care, occasional care, preschool, outside school hours care)                              | No.  | 53,766  | 56,802  | -       | 14,850         | 14,113 | 13,184 | 15,860 | 58,007 | This represents a 2% increase compared with the same year to date figure last year.  | 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   | 34      | -       | 32             | 32     | 31     | 31     | 31     |  | Indicator Only |
| Discounted and free sessions of care provided at the City's education and care services (long day care, occasional care, preschool, outside school hours care)          | No.  | 22,833  | 22,473  | -       | 4,701          | 4,471  | 4,031  | 4,882  | 18,085 | This represents a 24% decrease compared with the same year to date figure last year. This decrease is a result of fewer enrolled families being eligible for NSW government funded discounts or free sessions. | Indicator Only |

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

| Major Programs  | Progress To Date  | Status          |
|---|---|-----------------|
| <b>Research, collaborate and investigate</b>  |   |                 |
| Coordinate research and strategic work on local food security and urban food systems to establish priorities, roles and pathways to guide future policy, advocacy and resource allocation | <p>Support for local food security and urban food systems continues to be delivered through our City Farm, network of community gardens, meals on wheels, cooking programs in community centres, and food waste initiatives. This includes a trial for the first time in NSW, which will see black soldier fly larvae turn residential food scraps into protein-rich animal feed and fertiliser.</p> <p>The City has joined 280 cities from across the world as a signatory to the Milan Urban Food Pact, guided by a framework of governance, sustainable diets and nutrition, social and economic equity, food production, food supply and distribution and food waste. The City is currently developing its first Sustainable Food Systems strategic statement and workshops have been held with stakeholders to understand the priorities, challenges and opportunities in the local area to inform this work.</p> <p>City staff have also participated in the International Food Governance Conference, and Nourishing Connections food equity symposium organised by Aboriginal Affairs NSW. The City also continues to be a member of the Australian Food Network.</p> | <b>On Track</b> |

| <b>Improve food security</b>   |   |                 |
|--|---|-----------------|
| Enable community responses to improve food security through grants, partnerships, and collaborations | <p>The City has supported 27 food-related grants with a total of \$1,793,339 in cash and value-in-kind through the Food support, Community services and Quick response grant programs. Since July 2023, through the Food support grant program the City has funded 21 community organisations who provide support to over 200 agencies. To date, these grant recipients have provided 621,678 kg of food, 209,329 meals, and \$44,610 worth of vouchers. This reflects 158,093 occasions of service and 236,110 kg of rescued food. The City coordinates the Food Operations Working Group which has improved access to fresh produce by connecting wholesalers and businesses to local organisations. Members collaborate on grant applications, share resources, and connect to the broader food system to develop circular solutions. The City has also facilitated a partnership with Sydney Markets which has enabled First Nations Response to access over one tonne of fresh produce weekly.</p> | <b>On Track</b> |

| <b>Improve food security</b>                              |      |                |                |                |                |        |        |        |        |   |                       |
|---|------|----------------|----------------|----------------|----------------|--------|--------|--------|--------|---|-----------------------|
| Key Performance Indicator                                 | Unit | 2021/22 Result | 2022/23 Result | 2023/24 Target | 2023/24 Result |        |        |        |        | Comment   | Status                |
|   |      |                |                |                | Q1             | Q2     | Q3     | Q4     | YTD    |   |                       |
| Meals provided through the City's Meals on Wheels service | No.  | 48,086         | 40,690         | -              | 10,688         | 10,782 | 11,163 | 11,842 | 44,475 | This represents a 9% increase compared with the same year to date figure last year. | <b>Indicator Only</b> |

## SD07 Resilient and diverse communities

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

### 7.1 Communities are connected and socially cohesive

#### Major Programs

#### Progress To Date

#### Status

#### Strengthen social cohesion

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

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

Highlights include:

- 125 attendances at a Reconciliation Week events at Redfern and Ultimo Community Centres
- 950 attendances at monthly Redfern and Glebe Community BBQs
- 140 attendances at anti-racism programs and workshops
- 150 attendances at Australian Sports Program events engaging newly arrived people to learn about Australian culture through sport
- 176 attendances at four Refugee Week ambassador speaker events
- 89 participants in the International Student Leadership Ambassador Program
- 200 attendances at a community event with the Aboriginal Medical Service to celebrate NAIDOC Week
- 45 people attended a lunch to celebrate the 58th anniversary of the Cliff Noble Community Centre in Redfern
- 400 people attended the National Indigenous Science Education Program Community Day at Redfern Community Centre
- 120 attendances at an Aboriginal Star Stories of the Dreaming event in Green Square Amphitheatre
- 230 attendances at Lunar Festival events, 32 attendances at a St Patrick's Day event in Green Square and 28 attendees a morning tea to celebrate Diwali at St Helens Community Centre, Glebe

**On Track**

#### Collaborate to address loneliness and social isolation

Support sectors of the community who are at risk of loneliness and isolation, including young people, 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 and other locations across the City to support community members at risk of loneliness and isolation.

Highlights include:

- 885 attendances at community centre end of year events and 390 at the Lord Mayor Senior's Christmas Reception
- 657 attendances at Youth Week events
- 674 attendances at programs and events supporting LGBTIQ+ communities including 150 at an event in Prince Alfred Park
- 1,358 attendances 19 international student programs and events
- 138 attendances at walks to Blackwattle Bay, Barangaroo, Mrs Macquarie's Chair and Centennial Park and 80 attendances at walks in Green Square
- 1,236 attendances at "mums and bubs" programs at Reginald Murphy Community Centre, Potts Point and St Helen's Community Centre, Glebe
- 361 attendances across seven events at Community Centres for RUOK day
- 39 attendances at the Green Square Social Day
- 1,944 attendances at Seniors Festival programs and events, including 515 attendances across all community centres

**On Track**



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

| Major Programs   | Progress To Date  | Status                |                       |                       |                       |           |           |           |            |   |                |
|--|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------|-----------|-----------|------------|---|----------------|
| <b>Equity and affordability</b>  |   |                       |                       |                       |                       |           |           |           |            |   |                |
| Deliver a diverse, inclusive and accessible range of affordable community programs, events and activities through community facilities               | <p>A range of programs were offered to ensure community social inclusion, connection and participation. A total of 227 programs were offered, with 298,470 people attending.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> <li>• 131,788 attendances at targeted programs to improve community health and wellbeing</li> <li>• 151 programs to increase inclusion and diversity</li> <li>• 64 programs to support participation of people with disability</li> <li>• 12 programs in community centres to improve digital literacy and inclusion</li> <li>• 78 attendances at the JNC Art group where participants designed their own tote bags</li> <li>• 48 attendances at Connect Sydney training and capacity building workshops for Aboriginal and Torres Strait Islander organisations and communities</li> <li>• 1,944 attendances at 17 Seniors Festival programs and events</li> <li>• 35 attendances at a recycling household items information session at Ultimo Community Centre in Cantonese and Mandarin</li> <li>• 100 attendances to celebrate Australian South Sea Islander Recognition Day</li> <li>• 75 attendees at the Pymont Street Soccer program</li> <li>• 10 attendees at a Sing a Long session at Cliff Noble Community Centre, Alexandria led by a 90 year old Choir leader</li> </ul> | <b>On Track</b>       |                       |                       |                       |           |           |           |            |   |                |
| <b>Accessibility and inclusiveness</b>   |   |                       |                       |                       |                       |           |           |           |            |   |                |
| Manage the property portfolio to ensure that planned upgrades to community facilities make spaces more inclusive to all and optimise community needs | The City has an ongoing funding program for the renewal and upgrade of the community facility portfolio to make spaces more inclusive to all and optimise community needs. Upgrade and renewal works are underway at Pymont Community Centre and Newtown Library.   | <b>On Track</b>       |                       |                       |                       |           |           |           |            |   |                |
| <b>Support social connection and wellbeing</b>   |   |                       |                       |                       |                       |           |           |           |            |   |                |
| Collect, analyse and report data within the Community Indicators framework to identify wellbeing trends and to inform priority programs and services | The fieldwork and data collection for the City's Community Wellbeing Survey has now been completed. There were over 3,000 responses, including from priority communities including social housing residents and Aboriginal and Torres Strait Islander community members. The collected data is being analysed and the results will be included in the Community Wellbeing Indicators Report which will be publicly released in Q1 2024/25.  | <b>On Track</b>       |                       |                       |                       |           |           |           |            |   |                |
| <b>Equity and affordability</b>  |   |                       |                       |                       |                       |           |           |           |            |   |                |
| <b>Key Performance Indicator</b>   | <b>Unit</b>   | <b>2021/22 Result</b> | <b>2022/23 Result</b> | <b>2023/24 Target</b> | <b>2023/24 Result</b> |           |           |           |            | <b>Comment</b>  | <b>Status</b>  |
|  |   |                       |                       |                       | <b>Q1</b>             | <b>Q2</b> | <b>Q3</b> | <b>Q4</b> | <b>YTD</b> |   |                |
| Percentage of bookings of City Spaces facilities and venues at community or reduced rates or through a fee waiver                                    | %   | -                     | -                     | -                     | 65                    | 67        | 68        | 68        | 68         |   | Indicator Only |
| Overall attendance at City Spaces  | No.   | 125,212               | 260,748               | -                     | 74,264                | 77,892    | 69,962    | 76,801    | 298,919    | This represents an increase of 15% compared with last year. | 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          |
|--|-----------------|------------|---|-----------------|
| <b>Resilience and climate risk management planning</b>                       |                 |            |   |                 |
| PR020259 - Develop and implement the City of Sydney area Resilience Strategy | 2023            | 100        | The City of Sydney Resilience Strategy 2023-2028 was adopted by Council on 11 December 2023 | <b>Complete</b> |

| Major Programs   | Progress To Date   | Status          |
|--|--|-----------------|
| <b>Resilience and climate risk management planning</b>   |  |                 |
| Partner with regional governments, business and the community to facilitate development and delivery of the second Resilient Sydney Strategy for the Greater Sydney region   | The process to develop the new Resilient Sydney strategy (2025-2030) is at 75% completion. During May, April and June, stakeholder workshops were held with experts in the culture and arts sector, emergency services sector and with leaders from the multicultural sector from across Greater Sydney to inform the new resilience risk assessment. Information from the sessions is being used to update the shocks, stresses, vulnerable assets and megatrends of Greater Sydney. During June, two deliberative community workshops were convened in different locations of Greater Sydney to inform the strategy. Community members identified the core challenges, vulnerabilities and strengths that determine resilience for them. | <b>On Track</b> |
| Implement the City's Floodplain Management Policy and plans and work collaboratively with asset owners and developers to fund and implement flood risk management plan actions, 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.  | <b>On Track</b> |

|  |  |                 |
|--|--|-----------------|
| <b>Support communities to build capacity and capability for resilience</b>   |  |                 |
| Work with the community, emergency services and relevant agencies to build capacity and resilience to prevent, prepare, respond and recover from emergencies | In September the City hosted an Emergency Ready Week event for Waterloo social housing residents in partnership with the NSW State Emergency Service, Australian Red Cross, and NSW Fire and Rescue. Over 60 residents engaged with first responders to access Redi Plans and other resources to assist them to prevent and prepare for emergencies. In February the City partnered with Counterpoint Community Services on the annual Summer on the Green event at Waterloo, over 350 social housing residents attended. Emergency response and recovery services attended on the day to host community engagement stalls to provide information and advice. Residents surveyed reported that as a result of attending the event; 81% said they knew where to get help if they needed it. | <b>On Track</b> |
| Support communities beyond our local area and international communities experiencing emergency situations  | This year, 5 donations were approved by Council for a total of \$135,000. This includes donations to support Lifeline Northern Beaches for the community impacted by the Bondi Westfield Critical Incident, CARE Australia to support Papua New Guinea landslide recovery, Australian Red Cross to assist people in the middle east region, UNICEF Limited to support the children's emergency appeal in Libya and Oxfam Australia to support the Morocco earthquake appeal.   | <b>On Track</b> |

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

| Major Programs   | Progress To Date  | Status          |
|--|---|-----------------|
| <b>Economic diversity</b>  |   |                 |
| Invest in projects delivered through alternative business models that support equitable and inclusive economic development | This year a total of 18 grants were approved by Council to social enterprises for a total of \$928,445 in cash and value-in-kind. These projects were supported through the City's Food Support grants, Community services, Creative grants, Festivals and events sponsorship and Innovation and ideas grants. This includes support to Blax Capital a financial services body launching the Indigenous Gender Lens Fund to support female-led Indigenous businesses, Plate It Forward, a food based collective that works with diverse communities experiencing long term unemployment, and WorkVentures, an IT social enterprise providing sustainable technology solutions.  | <b>On Track</b> |
| <b>Economic resilience</b>   |   |                 |
| Contribute to metropolitan and state-wide strategic economic planning  | <p>The City continues to contribute to state-wide economic planning outcomes. The City is drafting the new Economic Development Strategy 2025-2035, incorporating feedback from various stakeholders, including the City's Business Advisory Panel, NSW Government agencies, peak bodies, and the community. The City also participates in NSW Government working groups and committees including the NSW Night Time Economy Councils' Committee, NSW Government's 24-Hour Economy Advisory Group, Visitor Economy Greater Sydney Local Councils Group, and Study NSW International Student Experience Consultation Committee, providing recommendations to the Study NSW International Education Advisory Board.</p> <p>The City is also the Chair of the Council of Capital City Lord Mayors National Economic Development group and sits on the Tech Central Alliance steering committee that is working to drive the development of the innovation district. The City continues to convene regular meetings with local business chambers and peak bodies.</p> | <b>On Track</b> |

## 7.5 People feel safe in the city

| Major Programs  | Progress To Date   | Status          |
|---|--|-----------------|
| <b>Collaboration</b>  |  |                 |
| Work with police and other organisations to deter, detect, delay, and respond to incidents in the public domain | The City continues to support the NSW Police with the Street Safety Camera Programs 24/7 operations. At the end of Q4 we had received 1566 applications for CCTV footage with 990 released to support the police in investigating and prosecuting offences. The City is also a member of several precinct security groups including Martin Place, Pitt St Mall, Circular Quay, Town Hall, and Anzac Memorial. These groups provide an opportunity for businesses and landowners to collaborate efforts to ensure the safety of crowded places  | <b>On Track</b> |
| <b>Embed the NSW Child Safe Standards</b>   |  |                 |
| Ensure effective implementation of the NSW Child Safe Standards across our organisation                         | <p>The NSW Child Safe Standards continue to be embedded into practice at the City including through operational Child Safety procedures in line with the commitments of the revised policy endorsed by Council in September 2022. Highlights include:</p> <ul style="list-style-type: none"> <li>• The Youth Civic Participation Group was consulted on a draft child-friendly policy summary</li> <li>• A new Child Safety refresher e-learning module was rolled out to employees engaged in Child-related work</li> <li>• The Child Safety Policy was reviewed and updated and submitted for Council endorsement</li> <li>• The Corporate Child Safety Risk Management Plan was reviewed, and actions assigned to relevant stakeholders across the City.</li> </ul> | <b>On Track</b> |

## 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

In 2023/2024 financial year City Rangers have spent over 168,923 hours on patrols to monitor legislative compliance and respond to customer complaints, including but not limited to Parking, Development Applications, companion animals, noise, litter and unlawful trading.

**On Track**

Deliver programs to improve safety for women and gender diverse communities

The City coordinated 4 inner city domestic and family violence forums to collaborate for impact. A total of 195 professionals attended, supported by Domestic Violence NSW, Full Stop Australia, the Centre for Women's Economic Safety, NSW Police, Department of Home Affairs, Mudgin-Gal Aboriginal Corporation, Re-Love, Warringa Baiya Aboriginal Women's Legal Centre, St Vincent's Hospital Sydney, and GambleAware, NSW Aboriginal Women's Advisory Network and ACON.

**On Track**

The City supported the United Nations 16 Days of Activism initiatives including: Safe Space exhibition at 107 Projects by artist Shelley Watters, the Let's End Domestic Violence Vigil, Lou's Place Empty Shoes Campaign 28 November and Mudgin-Gal's Women Dancing Festival.

Capacity building initiatives for residents and workers to increase awareness of domestic and family violence were delivered including domestic and family violence prevention workshops; Practical skills in responding to people who experience domestic and family violence; Gender and Disaster Australia's one day workshop. The City supported the delivery of LoveBites Respectful Relationship Education for Young People at Inner Sydney High.

**Community safety**

| Key Performance Indicator  | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |     |    |       |       | Comment | Status         |
|--|------|---------|---------|---------|----------------|-----|----|-------|-------|---------|----------------|
|  |      | Result  | Result  | Target  | Q1             | Q2  | Q3 | Q4    | YTD   |         |                |
| Number of people attending community safety events / programs                                  | No.  | -       | -       | -       | -              | 437 | -  | 2,047 | 2,484 |         | Indicator Only |
| Percentage of community safety program participants who report an increase skills or knowledge | %    | -       | -       | -       | -              | 100 | -  | 93    | 96.5  |         | Indicator Only |
| Percentage of community safety program participants who know where to get help if they need it | %    | -       | -       | -       | -              | 85  | -  | 83    | 84    |         | Indicator Only |

**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**

Integrate community wealth building within our resilience and economic strategies and use its principles to influence operational activities

The City has continued to build its knowledge and understanding of international and National approaches to Community Wealth Building. This included community engagement during the public exhibition of the City's Draft Economic Development Strategy Discussion Paper that highlighted Community Wealth Building as a concept for the City to consider. Feedback from community on the subsequent draft Economic Development Strategy will continue to shape how the City can support inclusive economic development and community wealth building opportunities (anticipated for release in late 2024).

**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 people, groups and organisations to respond to the needs and aspirations of the community | To date, 48 grants were provided to Aboriginal and/or Torres Strait Islander individuals, groups and organisations for a year to date value of \$1,936,741 in cash and value-in-kind. These projects were funded through the City's Aboriginal and Torres Strait collaboration fund, Food support, Community services, Creative Grants, Innovation and ideas, Festival and events sponsorship, Quick Response grants and Venue support programs. This includes support for Coota Girl's Sorry Day Stolen Generations Community Gathering, Mudgin-Gal's Recognition Celebration, an Aboriginal-led cultural education tour from local Elder James Smith to educators and university students in the UK covering Australian Anthropology and Colonialism in Australia as well as First Nations Response to expand its food relief services in a culturally appropriate and dignified way to Aboriginal and Torres Strait Islander people in the local area. | <b>On Track</b> |
| 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 a broader Procurement Transformation project and how it will be embedded into the framework of policies, procedures and processes.  | <b>On Track</b> |

## Strengthen young people's civic engagement

|   |   |                 |
|---|---|-----------------|
| Deliver youth civic engagement programs | <p>There were 122 attendances by young people at 13 Youth Civic Participation Program sessions. Sessions included:</p> <ul style="list-style-type: none"><li>• an asset-based community development training workshop, a leadership training workshop as well as discussion and planning for International Day of People with Disability and Youth Week</li><li>• Production, with Scope Australia, of five short videos for International Day of People with Disability, promoting community awareness, understanding and acceptance of young people with disability. The videos were posted on Instagram and TikTok and received positive engagement with over 76,000 views on Instagram alone within two weeks.</li><li>• consultation regarding the City's child safety policies and procedures and the City of Sydney Resilience Strategy</li><li>• five planning workshops to co-design the City's Youth Week 2024 program and the production of a short video to promote the City's Youth Week program for 2024</li><li>• the Youth Xpress Youth Week Festival at Redfern Community Centre</li></ul> | <b>On Track</b> |
|---|---|-----------------|

**Strong Aboriginal and Torres Strait Islander community-controlled sector**

| Key Performance Indicator  | Unit    | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |        |        |       |          | Comment   | Status         |
|--|---------|---------|---------|---------|----------------|--------|--------|-------|----------|---|----------------|
|  |         | Result  | Result  | Target  | Q1             | Q2     | Q3     | Q4    | YTD      |   |                |
| Suppliers engaged by the City of Sydney who identify themselves as Aboriginal and Torres Strait Islander | No.     | -       | -       | -       | -              | 51     | -      | 76    | 76       | This is the cumulative number of unique suppliers engaged over the whole financial year   | Indicator Only |
| Value of spend with Aboriginal and Torres Strait Islander businesses                                     | \$ '000 | 1,931   | 1,421.5 | 2,000   | -              | 801    | -      | 1,169 | 1,970    | The result is generally in line with target   | Watch          |
| Grants to Aboriginal and Torres Strait Islander organisations  | \$ '000 | -       | -       | -       | 736.82         | 760.12 | 411.13 | 28.68 | 1,936.74 | To date, 48 grants were provided to Aboriginal and/or Torres Strait Islander individuals, groups and organisations for a year to date value of \$1,936,741 in cash and value-in-kind. These projects were funded through the City's Aboriginal and Torres Strait collaboration fund, Food support, Community services, Creative Grants, Innovation and ideas, Festival and events sponsorship, Quick Response grants and Venue support programs. This includes support for Coota Girl's Sorry Day Stolen Generations Community Gathering, Mudgin-Gal's Recognition Celebration, an Aboriginal-led cultural education tour from local Elder James Smith to educators and university students in the UK covering Australian Anthropology and Colonialism in Australia as well as First Nations Response to expand its food relief services in a culturally appropriate and dignified way to Aboriginal and Torres Strait Islander people in the local area. See commentary above. | Indicator Only |



## 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          |
|--|--|-----------------|
| <b>Public art</b>  |  |                 |
| Deliver the City Art program including commissioning public art works and maintaining, conserving and communicating the City Art Public Art collection   | <p>A new permanent laneway artwork 'In through the out door' by Callum Morton is now complete, delivered as part of the City Centre Public Art Plan authored by Curator Barbara Flynn.</p> <p>A migration of the City's public art website 'City Art' is now complete with all public art related content now migrated into the City's corporate website.</p> <p>In Green Square under the guidance of Curator Amanda Sharrad, the Connecting Project 'Here is Here. And Everywhere' by Tobias Rehberger is currently being documented for construction.</p> <p>The City's conservation program is ongoing with a major restoration of the Chinatown Gates in Dixon Street and the Annette Kellerman Murals in Cook and Philip Park Pool underway. Conservation of Wahganmuggulee (Farm Cove) by Brenda L Croft is now complete on the foreshore in the Botanic Gardens. As is the restoration of the Walter Renny, Georgina Street and Sandringham Gates.</p>   | <b>On Track</b> |
| <b>Investment in local creation and production</b>   |  |                 |
| Provide opportunities through our cultural funding and programs to increase creative participation, enhance creativity in the public domain and strengthen the local cultural and creative economy | <p>This year a total of 118 Cultural projects were approved by Council contributing to a total of \$2,715,234 in cash and value-in-kind. These projects were awarded through the City's Creative Grants, Festivals and Events Sponsorship, Innovation and Ideas, Quick Response Grants, Aboriginal and Torres Strait Islander Collaboration Fund, Street Banner Sponsorships and Venue Hire Support programs. This includes support for a series of events in Glebe celebrating NAIDOC week, Creative Plus Business Group for a capacity building program to improve the business, strategic planning and marketing outcomes for Sydney based creatives, a Slavery to the Stars book launch and film event in Redfern, and a free urban arts festival for the Woolloomooloo community. Additionally, a total of \$3,130,553 in rent foregone was provided to cultural organisations in our Accommodation Grant Program for long term use of the City's spaces, which includes Milk Crate Theatre at Alexandria and Kil.n.it Experimental Ceramics Studio in Glebe.</p> | <b>On Track</b> |
| <b>Sydney is an innovative, creative and global city</b>   |  |                 |
| Produce an annual program of events and festivals that showcase local stories internationally, champions local cultural production, actively engages with local communities                        | <p>The City continues to produce events that showcase and celebrate local precincts and communities such as Sydney Streets, Art and About, Sydney Lunar Festival and local Christmas celebrations. Local creatives, suppliers, artists, performers and organisations are engaged for all City events including Sydney New Year's Eve.</p> <p>A key highlight included local social enterprise, We Are Warriors, engaged to share First Nations stories, broadcast worldwide as part of Sydney New Year's Eve. This program engaged with some of Sydney's best artists and musicians, film makers and animators.</p>  | <b>On Track</b> |
| <b>Prioritise local culture</b>  |  |                 |
| Implement the City's history and curatorial programs   | <p>The City continues to deliver public advice, internal advice and engagement programs to share Sydney's history, heritage and culture with the community. The City contributes research to shape park signage and bespoke history hoardings in the public domain including at Town Hall House. Guided tours of Sydney Town Hall's clocktower, town hall open days and talks for History Week, International Women's Day and Heritage Festival have been delivered. The Barani website continues to be a major access point for Sydney's Aboriginal history. Green historical plaques have been integrated into the Sydney Culture Walks app.</p>   | <b>On Track</b> |

## Connect with and engage the community

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

253 cultural programs were delivered, both online and face-to-face with over 5,340 participants across venues including Pine Street Creative Arts Centre, City Libraries, the Makerspace, Ultimo Community Centre and Redfern Community Centre. Programming recognised dates of community significance such as Heritage Festival, Refugee Week, Youth Week, Pride Month, Reconciliation Week, NAIDOC, International Day of People with Disability and Mardi Gras. Community feedback is strong with 84.5% of respondents saying they learnt something new, 86.5% said the programs inspired creativity, 78% felt that the programs helped them feel connected to the community and 90% felt the programs were accessible. Highlights included Queer Stories, Aboriginal and Torres Strait Islander Poetry readings, an Aboriginal Astronomy Night with Star Gazing as well as Art Clubs, School Holiday programs, Makerspace and creative arts participation activities such as ceramics and print making. The City remains committed to accessibility and many Storytime, talks and workshop programs were Auslan interpreted.

**On Track**

## Investment in local creation and production

| Key Performance Indicator   | Unit    | 2021/22  | 2022/23  | 2023/24 | 2023/24 Result |        |       |       |          | Comment  | Status         |
|---|---------|----------|----------|---------|----------------|--------|-------|-------|----------|--|----------------|
|   |         | Result   | Result   | Target  | Q1             | Q2     | Q3    | Q4    | YTD      |  |                |
| Cultural grants approved by the City of Sydney (excluding major events) | \$ '000 | 2,514.19 | 2,906.72 | -       | 1,909.44       | 655.88 | 99.23 | 50.68 | 2,715.23 | This year a total of 119 Cultural projects were approved by Council contributing to a year to date total of \$2,715,234 in cash and value-in-kind. These projects were awarded through the City's Creative Grants, Festivals and Events Sponsorship, Innovation and Ideas, Quick Response Grants, Aboriginal and Torres Strait Islander Collaboration Fund, Street Banner Sponsorships and Venue Hire Support programs. This includes support for a series of events in Glebe celebrating NAIDOC week, Creative Plus Business Group for a capacity building program to improve the business, strategic planning and marketing outcomes for Sydney based creatives, 4A Centre for Contemporary Asian Art to present a month-long series of events activating the Haymarket precinct with public art and free accessible events, and a free urban arts festival for the Woolloomooloo community. | Indicator Only |

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

| Major Programs   | Progress To Date  | Status          |
|--|---|-----------------|
| <b>Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural representation</b>                                       |   |                 |
| Commission a series of public artworks to deliver the Eora Journey: Recognition in the Public Domain program, as part of the City Art Public Art 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 project being 'bara', Monument for the Eora by artist Judy Watson. Yananurala, curated by Emily McDaniel, is in development with artist Lucy Simpson carrying out design development of her concept in response to the brief for the first project 'Sitelines and Conversations' which is being developed in partnership with Place Management NSW and project partners including cultural institutions. The project to honour Patyegarang at Tara/Dawes Point is in development with a video to be produced to communicate the project to community. The video aims to involve Aboriginal and Torres Strait Islander communities in informing an artist brief for a public artwork celebrating Patyegarang's gift of Sydney Aboriginal language to William Dawes. 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' is progressing as part of the Redfern Neighbourhood Park upgrades, part of the Redfern Waterloo public Domain Plan. | <b>On Track</b> |

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

| Major Programs  | Progress To Date   | Status          |
|---|--|-----------------|
| <b>Encourage investment in new creative employment space</b>  |  |                 |
| Investigate innovative partnerships, financing models and revenue streams to support the delivery of new cultural infrastructure at scale | <p>The Cultural and Creative Sector Advisory Panel held seven meetings, the latest of which took place on 23 May. At this meeting, the panel discussed the City's draft Economic Strategy and draft Cultural Strategy. Panel members advised about issues of affordable creative space and housing. The draft Cultural Strategy was endorsed by Council on 24 June and placed on public exhibition.</p> <p>On Wednesday 12 June, the City hosted 'CityTalks: Making space for culture' at Town Hall. The Lord Mayor Clover Moore was joined by the Hon John Graham MLC, Minister for the Arts, Minister for Music and the Night-time Economy and Justine Simons OBE, Deputy Mayor of London for Culture and the Creative Industries along with other cultural leaders from Sydney. The event focused on discussing how ideas such as precinct revitalisation and the establishment of a creative lands trust could support the creative sectors in Sydney.</p> | <b>On Track</b> |

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

|   |  |                 |
|---|--|-----------------|
| Deliver cultural programs and liaise with providers to deliver programs | <p>Joynton Avenue Creative Centre, managed by 107 Projects, achieved an occupancy rate of 99% by providing access to 17 subsidised creative spaces for 32 creative tenants on average each quarter. Programming ranged from free Art Somewhere workshops, jewellery workshops provided by tenant The Bench, exhibitions by locals artists and monthly creative Green Square markets. East Sydney Community and Arts Centre, managed by Brand X, achieved an average occupancy rate of 68% this year.</p> <p>A total of 10 Flying Nun showcase programs were presented, with over 1,200 audience members generating \$18,657 in box office for participating artists.</p> <p>The City of Sydney Creative Studios, operated by Brand X includes 30 purpose built creative spaces for artists and arts organisations. A total of 7,534 bookings have been made since the service opened in May 2022 and long-term tenant spaces remain at 100% occupancy.</p> | <b>On Track</b> |
|---|--|-----------------|

## Encourage investment in new creative employment space

| Key Performance Indicator   | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |    |    |    |     | Comment   | Status         |
|---|------|---------|---------|---------|----------------|----|----|----|-----|---|----------------|
|   |      | Result  | Result  | Target  | Q1             | Q2 | Q3 | Q4 | YTD |   |                |
| Creative organisations in creative spaces supported by the City of Sydney | No.  | 67      | 75      | -       | 89             | 68 | 85 | 72 | 72  | The City provided 37 spaces to creative and cultural organisations through the Accommodation Grants program, Creative Live / Work Spaces program, Short Term Empty Property program and Venue Hire Support program. The number of creative organisations within these spaces fluctuate throughout the year depending on their requirements.<br>In this financial year, Women in Film and Television ended their Accommodation Grant tenancy and Shop 2 in the Corporation Building at Haymarket was leased to 4A Centre for Contemporary Asian Art for activation as additional gallery and event space. Further, two Accommodation Grant Program tenants (Australian Design Centre and kil.n.it Experimental Ceramics) signed a Memorandum of Understanding to formalise their shared goals and creative collaborations. | Indicator Only |

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

| Major Programs  | Progress To Date   | Status   |
|---|--|----------|
| <b>Diversity of workers and audiences</b>   |  |          |
| Deliver cultural programs and events that represent the cultural and social diversity of the community  | The City delivered a diverse range of programs and events, including NAIDOC in the City, a five-week Christmas in Sydney program and the Sydney Streets program that enables local business and local community organisations to activate local high streets across the year. Sydney Lunar Festival has grown to be the largest cultural celebration of its kind outside of Asia. The City also produces capital works launch events, designing each opening to be reflective of the distinct character of the local community.  | On Track |
| <b>Diversity in creative workforce and leadership</b>   |  |          |
| Provide support to a range of cultural groups that offer opportunities for creative participation and enhance creativity in the public domain | A total of 116 Cultural projects were successful in the Festivals and Events, Innovation and Ideas, Quick Response, Venue and Street Banner Support grant programs. A total of \$9,377,316 in cash and \$5,569,438 value in kind was approved. This included support for; a social impact roundtable run by Milkcrate Theatre; Piano+Places; Stories of the Heart by artist Claud Bailey with Wear it Purple; Millers Point Musical; and, Wiradjuri artist Jonathan Jones's untitled (transcriptions of Country) presented at Artspace. Additionally, over \$1.4 million in rent foregone was provided to cultural organisations through the Accommodation Grant Program for long term lease of City spaces, including PACT Centre for Emerging Artists, Tom Bass Sculpture Studio and Firstdraft gallery. | On Track |

**Diversity in creative workforce and leadership**

| Key Performance Indicator                               | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |       |    |       |        | Comment  | Status         |
|---|------|---------|---------|---------|----------------|-------|----|-------|--------|--|----------------|
|   |      | Result  | Result  | Target  | Q1             | Q2    | Q3 | Q4    | YTD    |  |                |
| Creative personnel supported by City of Sydney programs | No.  | 9,024   | 14,127  | -       | -              | 7,361 | -  | 5,893 | 13,254 | 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**

|  |   |                 |
|--|---|-----------------|
| Support and monitor the delivery of cultural space incentivised by the Oxford Street planning controls | The City is assessing several development applications that seek to utilise incentives under the Oxford Street planning controls through the delivery of cultural spaces. One development application proposing cultural and creative floor space is currently under assessment within the Oxford Street Precinct. Three development applications that include cultural and creative floor space were approved in Quarter 4, two of which are within the 3 City-owned blocks under long-term lease. | <b>On Track</b> |
|--|---|-----------------|

**Stable and affordable creative space**

| Key Performance Indicator   | Unit    | 2021/22  | 2022/23  | 2023/24 | 2023/24 Result |        |        |        |          | Comment   | Status         |
|---|---------|----------|----------|---------|----------------|--------|--------|--------|----------|---|----------------|
|   |         | Result   | Result   | Target  | Q1             | Q2     | Q3     | Q4     | YTD      |   |                |
| Rent concessions given by the City through the accommodation grants program – leases for cultural initiatives | \$ '000 | 2,874.25 | 2,987.74 | -       | 734.44         | 800.88 | 798.97 | 796.26 | 3,130.55 | This includes revenue forgone through the Accommodation Grants program. | 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          |
|--|---|-----------------|
| <b>Develop and promote the Tech Central Innovation precinct</b>  |   |                 |
| Work collaboratively with the Tech Central 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 the Tech Central area as the driver of place-based innovation. The City meets monthly with Investment NSW which has assumed responsibility for innovation precincts since the Greater Cities Commission was disbanded. The City's Raising the Bar event series was held in April 2024, activating a variety of hospitality businesses in the Tech Central precinct. The City supported the 2024 Cicada x Tech23 Deep-Tech Annual Conference to promote and activate Tech Central through an Innovation & Ideas grant.  | <b>On Track</b> |
| <b>A safe and desirable destination</b>  |   |                 |
| Work collaboratively with relevant organisations to help promote Sydney to potential investors, global companies, entrepreneurs, researchers and talent  | <p>The City continues to work closely with Business Events Sydney to support the attraction of domestic and international business events for Sydney. Since July 2023, BESydney has submitted seven new events, and secured five new bids for Sydney which will bring 2,905 delegates across 11,640 delegate days and deliver over \$12.8m estimated direct expenditure to our local economy.</p> <p>The City continues to support the 'Sydney Landing Pad Program' in partnership with Haymarket HQ, through a Knowledge Exchange Grant to support the expansion of international tech companies into Sydney. The 2024 program commenced, with 12 international companies selected from 30 applications to participate in the four-week intensive program.</p>   | <b>On Track</b> |
| <b>Support local businesses – technology and innovation</b>  |   |                 |
| 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 commenced in March and provided 20 local businesses with an opportunity to explore innovative approaches and harness digital technology over a 12-week accelerator program. The program included local retail, food and beverage, tourism and social enterprise businesses from across the LGA. Many of the participants were from our diverse communities including Aboriginal and Torres Strait Islander and culturally and linguistically diverse communities. The Reboot Webinar Series was delivered in partnership with NSW Government over nine weeks with more than 2,000 attendees. The weekly one-hour sessions provided free digital upskilling and training support for small businesses and creatives. Three organisations receiving funding through the Innovation and Ideas grant program commenced their projects including a social enterprise accelerator for founders from Aboriginal and Torres Strait Islander and culturally and linguistically diverse communities, and a leadership program to upskill small and medium sized enterprises in digital ecommerce, international trade and cyber security. | <b>On Track</b> |
| <b>Support creative industries</b>   |   |                 |
| Deliver and facilitate opportunities for skills development, collaboration and capacity building to ensure cultural sector resilience and sustainability   | 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. A three-part pilot workshop series focused on engagement with Aboriginal and Torres Strait Islander communities was delivered. The program supports cultural organisations to undertake meaningful engagement with local Aboriginal and Torres Strait Islander communities. Sector support programs funded by City grants included the Making Space for Culture Incubator delivered by Left Bank Co. that involved twenty participants from the creative and property sectors. Business Coach In Residence was delivered from City of Sydney Creative Studios by Sharpe Advisory, in collaboration with Brand X delivering one-on-one and round table sessions for creatives and creative businesses.   | <b>On Track</b> |



Support local businesses – technology and innovation

| Key Performance Indicator   | Unit    | 2021/22  | 2022/23 | 2023/24 | 2023/24 Result |        |      |    |          | Comment  | Status         |
|---|---------|----------|---------|---------|----------------|--------|------|----|----------|--|----------------|
|   |         | Result   | Result  | Target  | Q1             | Q2     | Q3   | Q4 | YTD      |  |                |
| Economic grants approved by the City of Sydney                        | \$ '000 | 5,208.19 | 799.1   | -       | 1,150.2        | 203.48 | 19.3 | 0  | 1,372.97 | This year, 46 economic grants were approved by Council. These projects were supported through the City's Business sector support, Festival and events sponsorship, Innovation and ideas, Knowledge Exchange and Quick response grants. This includes support for Supply Nation for their Connect 2023 conference and tradeshow, Fishburners to develop an early stage startup accelerator program supporting entrepreneurs to build businesses which facilitate the shift to a circular economy and a STEM skills program for local Aboriginal and Torres Strait Islander women to develop tech expertise. | Indicator Only |
| Sydney's Performance Score (Knowledge economy). 2021 baseline of 6/10 | No.     | -        | -       | -       | -              | -      | -    | 5  | 5        | Using the R&D and Innovation scores in the report. Sydney is improving on innovation metrics and now ranks fifth out of the ten peer cities, falling in a cluster of four that include San Francisco, Amsterdam, Stockholm and Toronto.<br><br>This data is now no longer available. A new KPI to measure Sydney's performance in technology and innovation will be adopted in the upcoming Economic Development Strategy 2025-2035, anticipated for late 2024.  | Indicator Only |

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

| Major Programs  | Progress To Date   | Status          |
|---|--|-----------------|
| <b>Innovation and commercialisation of research</b>   |  |                 |
| Work closely with the operator of Greenhouse, the City's new business innovation space at Circular Quay to provide affordable workspace, capacity building programming, and access to funding for green and climate tech startups | Greenhouse, a new business innovation hub situated at Circular Quay opened in October 2023. The City contributed \$7M to fitout and \$22M in rent abatement over the next decade through the Accommodation Grant Program. Greenhouse is located at 180 George Street Circular Quay. Operating across three floors, the hub offers a total of 3,800 square meters of affordable workspace, accommodating up to 475 desks and providing versatile event space for the ecosystem to meet. Greenhouse is designed to cater to green economy-focused startups and scaleups, also offering a comprehensive range of high-quality, affordable programs, events, and support services. These initiatives aim to empower Sydney's climate tech startups, helping them expand into global markets and make a positive impact on the green economy and zero-carbon. The City provided Greenhouse with an Innovation and ideas grant to deliver Sydney's first annual Climate Action Week event in May 2024, with 116 events across seven days and over 6,300 attendees. | <b>On Track</b> |

## 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 is currently developing its new Economic Development Strategy 2025-2035, which prioritises the transition to a green and circular economy and includes specific actions aimed at supporting Sydney's positioning as a regional hub for sustainable finance. The City has continued discussions with both the Australian Sustainable Finance Institute and the NSW government to further explore this opportunity. The City opened the Greenhouse Climate Tech Hub at Circular Quay in October 2023. This hub aims to foster the establishment and growth of sustainability-focused tech companies and provide a platform to attract more sustainable finance to Sydney. It runs a range of services for sustainability-focused startups, including building business skills and connecting startups to investors and venture capital.

**On Track**

## 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

The City's Community Profile (Census) and Economic websites have been updated with the latest available data. The Housing Audit and Residential, Commercial, and Visitor Accommodation Monitors are available to download. The Floor Space and Employment Survey and Community Wellbeing Indicator data will be available in Q1 2024/25.

**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

The City held 13 Sydney Streets events across the LGA with a total of 248 local businesses and organisations extending onto the street with activations such as outdoor dining, stalls, pop-ups and live performances. The City supported 571 artist performances across the events and 63 stalls were offered to businesses impacted by the cancellation of the Mardi Gras Fair Day. Event attendees were surveyed with a total of 757 responses:

- 93% rated their overall experience as good or excellent
- 98% would attend a Sydney Streets or similar event in future.
- 80% of respondents from the suburb where the event was held strongly agreed or agreed the event made them feel more part of their community.

The post event survey with businesses received 143 responses. A total of 83% strongly agreed or agreed they would like the events to continue. Economic spend data at a suburb level recorded an average increase of 4% on the day of the events.

**On Track**

## Streamlined regulation and compliance

Continue to develop the business concierge service by increasing its service offering across a multi-channel environment

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**

## Support the visitor economy

|   |  |                 |
|---|--|-----------------|
| Invest in, support and promote major festivals and events that attract local and global audiences which contribute to Sydney's vibrancy   | The City sponsored six major festivals, Sydney Fringe Festival, Sydney Festival, Biennale, Sydney Writers' Festival, Sydney Film Festival and Vivid Sydney. These festivals featured some of the best local and international acts for local, interstate and international audiences. From March to June, the 24th Biennale of Sydney, 'Ten Thousand Suns' presented over 1,900 artists from more than 100 countries and attracted over 770,000 visitors. The Sydney Film Festival and Sydney Writers Festival both continue to grow with strong audiences attending the annual events.  | <b>On Track</b> |
| 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 | <p>The City continues to work closely with strategic partners including Destination NSW, Placemaking NSW, Office of the 24-Hour Economy Commissioner, Study NSW, and the wider visitor economy sector to promote Sydney as a destination. The City regularly shares data with our stakeholders, including international visitor arrivals and spend on a quarterly basis. International visitor arrivals to Sydney are rebounding strongly and are at 77% compared with the same period of 2019 arrivals. Local weekly average consumer spend has recovered and is now at 100% of pre-pandemic level, with the highest day in April 2024 being a Saturday at 107% of pre-pandemic level.</p> <p>Total student visa arrivals in the year-to-date March 2024 were 92 per cent of what they were in the year-to-date March 2019. There were 109,730 international student arrivals in the year-to-date March 2024, compared to 118,750 in the corresponding previous year. The main source countries of international students are China, Nepal, India, the Philippines, and Vietnam, which combined account for over 55% of the international student cohort.</p> <p>The City continues to deliver visitor services including the Destination Ambassador volunteer program and the Roaming Ambassador program at Circular Quay, Overseas Passenger Terminal and White Bay Cruise Terminal with close to 100,000 visitor interactions in the year to June 2024. The City also supports the International Student Welcome Desk and volunteering programs at Sydney Airport, coordinated by Study NSW.</p> | <b>On Track</b> |
| Develop and deliver tourist information programs to meet visitor requirements   | An interactive wayfinding screen is in production for the City's community screen network, to help visitors locate their whereabouts in the city centre. The interactive What's On screens continue to showcase activities for visitors, displayed through the QMS screens.  | <b>On Track</b> |
| Implement projects and programs to support the recovery of the international education sector   | <p>Latest figures for the City and Inner South area show 214,643 enrolments from January – October 2023. In the same period in 2019, there were 223,429 international students enrolled in our area. Given the federal government changes to international student visas, visa grant approvals to April 2024, at a national level have decreased over 33% with 268,365 visas granted nationally compared to 403,196 for the previous year. While these are on par with 2019-20 levels, there were 43,7000 visa approvals for the vocational education training (VET) sector which represents a 10-year low while higher education visa approvals remain 25,000 above 2019-20 levels.</p> <p>Events and programs have been delivered throughout the year to support the sector and students. These include the Lord Mayor's Welcome for international students which had 650 attendees from 85 different nations. A new cohort of 65 International Student Leadership Ambassadors (ISLA) have joined the voluntary program to enhance their employability skills and community participation, many of whom volunteer at the Sydney Airport Welcome Desk. Our International Education Forum was held with the theme of Empowering Education, Driving Innovation and Connecting Communities. There were approx. 240 education and business stakeholders who attended.</p>   | <b>On Track</b> |

## Support the visitor economy

| Key Performance Indicator                                  | Unit    | 2021/22   | 2022/23    | 2023/24 | 2023/24 Result |           |          |           |           | Comment   | Status         |
|--|---------|-----------|------------|---------|----------------|-----------|----------|-----------|-----------|---|----------------|
|  |         | Result    | Result     | Target  | Q1             | Q2        | Q3       | Q4        | YTD       |   |                |
| Bids for business events submitted                         | No.     | 18        | 14         | -       | 2              | 9         | 8        | 8         | 27        | Previously reported data for Q2 2023/24 has been revised.   | Indicator Only |
| Events secured   | No.     | 11        | 16         | -       | 2              | 2         | 7        | 9         | 20        | Previously reported data for Q2 2023/24 has been revised.   | Indicator Only |
| Economic impact of events secured                          | \$M     | 53.8      | 49.1       | -       | 1.7            | 4.5       | 20.6     | 21.1      | 47.9      | Previously reported data for Q2 2023/24 has been revised.   | Indicator Only |
| Delegate numbers of events secured                         | No.     | 22,900    | 11,428     | -       | 420            | 1,150     | 3,955    | 4,410     | 9,935     | BE Sydney notes that incentivised events are trending towards longer stays, so delegate days are comparable to previous years, however delegate numbers are lower. Despite this decrease, the economic impact of incentivised events remains similar. Previously reported data for Q2 2023/24 has been revised.                                       | Indicator Only |
| Delegate days of events secured                            | No.     | 72,200    | 47,492     | -       | 1,700          | 4,600     | 17,440   | 18,690    | 42,430    | Previously reported data for Q2 2023/24 has been revised.   | Indicator Only |
| Grants approved by the City of Sydney for major events     | \$ '000 | 5,706.36  | 6,639.83   | -       | 300            | 554.81    | 3,820.08 | 1,865.49  | 6,540.38  | This year the City supported 13 major events, including Yabun Festival, Sydney Fringe Festival, City2Surf, Sydney Writers' Festival, Vogue American Express Fashion Night Out, Sydney Festival, Vivid Sydney, Sydney Film Festival, Australian Fashion Week, Biennale of Sydney, Business Events Sydney and Sydney Gay and Lesbian Mardi Gras Parade. | Indicator Only |
| Domestic visitor overnight trips (number of nights stayed) | No      | 3,228,093 | 6,046,176  | -       | -              | 2,862,914 | -        | 5,913,943 | 5,913,943 | Data for 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data is now available and has been updated.  | Indicator Only |
| International visitor average number of nights             | No.     | 13.21     | 13.85*     | -       | -              | 13.68*    | -        | 13.99     | 13.99     | Data for 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data is now available and has been updated.  | Indicator Only |
| International overnight visitors                           | No      | 128,653*  | 1,382,149* | -       | -              | 994,582*  | -        | 2,043,269 | 2,043,269 | Data for 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data is now available and has been updated.  | Indicator Only |
| International students studying in the local area          | No.     | 156,767   | 221,647    | -       | -              | -         | -        | 214,643   | 214,643   |   | Indicator Only |

\*data has been revised.

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

| Major Programs   | Progress To Date  | Status          |
|--|---|-----------------|
| <b>Promote economic activity and local neighbourhood identity</b>  |   |                 |
| Support the development and implementation of the Oxford Street LGBTIQ+ Place Strategy                                       | <p>The Oxford Street Pride Business Charter was launched in June 2023 and developed in collaboration with Oxford Street businesses and the LGBTIQ+ community. The Charter supports businesses to adopt practices that are inclusive of diverse LGBTIQ+ communities and celebrate the history and character of the Oxford Street precinct.</p> <p>The City works with a Steering Committee to host networking nights and coordinate collaborative precinct-wide initiatives. To support the implementation of the Charter, the City developed online diversity and inclusion training. This training is provided free of charge to members of the Charter to assist with staff awareness of LGBTIQ+ communities and how to be an inclusive business. In addition, the City supported the “PrideVis” initiative, which provides vests featuring pride flags to be worn by security staff at bars and pubs on Oxford Street. This safety initiative was instigated by the Surry Hills Liquor Accord and supported by the City, NSW Police, the Charter and Rainbow Precinct.</p> <p>The City’s ongoing support for Qtopia Sydney culminated in the official opening on 23 February 2024. This was attended by Prime Minister Anthony Albanese, NSW Premier Chris Minns and Lord Mayor Clover Moore in front of 450 guests at The Cell Block Theatres at National Art School. Qtopia Sydney opened with 18 inaugural exhibitions focused on five major themes – HIV/AIDS, human rights, sexuality and identity, media representation and First Nations Stories. In addition, the City provided a one-year licence to Qtopia Sydney for the Taylor Square substation and underground toilets for the use as performance and exhibition spaces. In March 2024, the City provided Qtopia Sydney a \$100,000 cash grant to support programming, curation and artist fees, associated staffing, and marketing costs. As a result of this, Qtopia Sydney are providing one-year free access to the museum on Sundays.</p> <p>The City has updated the existing rainbow flag crossing on the Bourke and Campbell Street intersection and the existing rainbow pathway in Prince Alfred Park to the Progress Pride flag design. The City has also developed a concept design for a new progress pride crossing at the intersection of Bourke and Forbes street outside Qtopia Sydney (Darlinghurst Police Station).</p> <p>In March 2024, as part of council’s excess land program, the City sold at a significant discount, seven properties to Common Equity NSW to establish Sydney’s first dedicated affordable housing project for transgender women in Darlinghurst. In addition, as part of the City’s Innovation and Ideas grant program, Shelter NSW has undertaken research into the intersectionality of housing needs for the LGBTIQ+ community across the local area. This research will be used to help inform future housing opportunities for people of diverse sexualities and genders within the local community.</p> | <b>On Track</b> |
| Facilitate the assessment, approval and installation of infrastructure for eligible businesses for on-street alfresco dining | <p>An internal steering committee has been established to oversee the project and a cross-divisional working group has completed an assessment of all approved sites to assess which may be suitable to make permanent. The group conducted a desktop assessment of all sites for feasibility of temporary options, such as parklets, and permanent options. The assessment considered impacts such as traffic and parking, precinct character and business mix, public domain and infrastructure impacts, hours and shared use; and operators willingness to continue. It was determined that the most cost effective and sustainable option is a permanent kerb extension for suitable sites. Further information on this will be reported to Council later in the year.</p> <p>The City continues to receive a small number of applications for on-street dining, with 2 businesses in various locations scheduled for installation in the next week. As of 30 June 2024, 180 businesses have been approved for on-street outdoor dining, with a total of 2,097 square metres of road space reallocated. Of these, 36 businesses have had their space removed for various reasons, 14 of which had their on-street outdoor dining become permanent footpath dining through public domain upgrades. There are 144 businesses currently operating with on-street dining.</p>   | <b>On Track</b> |

## Economic diversity

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

The City continues to deliver the Eora Journey Economic Development Plan. This year, three Economic grants have been approved to Aboriginal and/or Torres Strait Islander individuals, groups and organisations to the value of \$50,000 through the Aboriginal and Torres Strait Islander collaboration fund and Innovation and ideas grant programs. This includes a STEM skills program for local Aboriginal and Torres Strait Islander women to develop tech expertise and drive awareness for technology and innovation in career pathways. The City supported the 2024 Yabun Festival in January at Victoria Park which included a marketplace showcasing a range of stallholders with different goods and products. The City completed development of the Aboriginal and Torres Strait Islander Workforce Strategy which aims to make the City an attractive workplace where Aboriginal and Torres Strait Islander people feel welcome and are encouraged to apply for roles and have access to promotions and mobility within the organisation.

**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

The City provided 18 grants to a total value of \$769,375 in cash and value-in-kind to local precincts through the Business Sector Support, Innovation and ideas and Festival & Events Sponsorship grant programs for projects that promote vibrant, safe and sustainable precincts during the financial year. Thirteen Sydney Street events were delivered across local precincts and included 248 on-street activations and 571 artist performances. The City has waived outdoor dining fees to June 2025 and continues to support on-street dining for over 130 businesses whilst we explore opportunities for what sites may become permanent. The City has worked with NSW Government 24-Hour Economy Office on a range of initiatives designed to promote an environment which supports a diverse, vibrant and inclusive nightlife, including the Uptown District Accelerator Program, Purple Flag Accreditation Scheme and 24-hour Economy Strategy.

**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          |
|--|--|-----------------|
| <b>Collaboration and advocacy</b>  |  |                 |
| 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>The City continues to advocate for the needs of individuals experiencing homelessness through a range of activities including:</p> <ul style="list-style-type: none"> <li>• Chairing the Aboriginal Case Coordination Group, Homeless Assertive Outreach Response Team (HART), Non-Resident Case Coordination Group, Local Government Homelessness Communities of Practice and Sydney Zero Leadership team</li> <li>• presenting on challenges for non-residents, and impacts of climate change at the Homelessness NSW conference and Council of Capital Cities Lord Mayors (CCCLM) National Local Government Communities of Practice</li> <li>• monthly place making meetings with mobile voluntary services to ensure compliance with the City's Guidelines</li> <li>• Convening sector workshops to improve responses including working with Sydney University and St Vincent's Health Network to develop Mobile Cooling Hubs to support people experiencing homelessness during heat waves</li> <li>• Development with HOMES NSW of a Boarding House Protocol to guide responses to boarding house closures</li> <li>• Review with HOMES NSW of the Emergency Response Protocol for people sleeping rough in extreme weather events and other emergencies</li> </ul> | <b>On Track</b> |
| Partner and support the delivery and coordination of services to link people sleeping rough with services and support  | <p>The Homelessness Assertive Outreach Response Team (HART) coordinated by the City and HOMES NSW continued weekly patrols and place-based operations to ensure a coordinated approach to safe, supported long-term housing. The HART has engaged with 5,739 people since March 2019. Highlights include:</p> <ul style="list-style-type: none"> <li>• 211 people assisted to exit homelessness and 174 people prevented from entering homelessness as a result of City funded programs</li> <li>• 639 outcomes at the Woolloomooloo Integrated Support Hub (WISH) for people experiencing or at risk of homelessness</li> <li>• Reviewed with HOMES NSW the Emergency Response Protocol and developed a Boarding House Protocol to guide responses to boarding house closures</li> <li>• Chaired the Sydney Zero Leadership team</li> <li>• provided input into the Federal Housing and Homelessness Discussion paper for Council of Capital Cities Lord Mayors (CCCLM) and City of Sydney submission</li> <li>• Trialled the mobile cooling hub, with St Vincent Homeless Health and Sydney University</li> </ul>  | <b>On Track</b> |
| <b>Access to safe, secure and sustainable housing</b>  |  |                 |
| Monitor patterns of homelessness, and services available for people who are homeless or at risk of homelessness to identify gaps and trends                              | <p>A total of 280 people were counted sleeping rough across the local government area during the City's summer street count in February 2023. This represents a 1percent increase when compared with February 2023. There were 392 people occupying crisis and temporary accommodation beds. 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>  | <b>On Track</b> |



| Collaboration and advocacy   |      |         |         |         |                |    |    |     |     |  |                |
|--|------|---------|---------|---------|----------------|----|----|-----|-----|--|----------------|
| Key Performance Indicator  | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 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.  | 147     | 192     | -       | 47             | 51 | 59 | 54  | 211 | This represents a 10% increase compared with last year.  | Indicator Only |
| People prevented from becoming homeless through the City supported brokerage program                                 | No.  | 144     | 172     | -       | 43             | 33 | 44 | 54  | 174 | This is comparable with last year.   | Indicator Only |
| Access to safe, secure and sustainable housing   |      |         |         |         |                |    |    |     |     |  |                |
| Key Performance Indicator  | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |    |    |     |     | Comment  | Status         |
|  |      | Result  | Result  | Target  | Q1             | Q2 | Q3 | Q4  | YTD |  |                |
| People sleeping rough in the city area   | No.  | 225     | 277     | -       | -              | -  | -  | 280 | 280 | The City of Sydney's most recent count took place on 27 February 2024. There were 280 people counted sleeping rough across the local area, a 1% increase from the February 2023 count. | Indicator Only |
| People in crisis accommodation   | No.  | -       | -       | -       | -              | -  | -  | 392 | 392 | Street Count is conducted annually in February. There were also 392 people staying in temporary and crisis accommodation on the night of the count, or at 96.6 per cent capacity.      | 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          |
|--|---|-----------------|
| <b>Safe, cohesive and connected neighbourhoods</b>   |   |                 |
| Provide and support community capacity building initiatives in social housing neighbourhoods | The City participates in Neighbourhood Advisory Board meetings held in Waterloo, Redfern, Surry Hills, Glebe, and Woolloomooloo to share updates, co-design community projects and support resident advocacy. 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. In March the City hosted a planning session with residents to co-design the safety action plan being implemented through the Waterloo Wellbeing Safety Action Group, including capacity building opportunities for residents. Key themes included mental health, domestic and family violence, anti-social behaviour and crime prevention initiatives. Over the last 12 months over 1,000 residents have participated in these activities. The City hosted Northcott Pet Day in September which attracted over 300 residents and 132 companion animals. 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. | <b>On Track</b> |

## Collaboration

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

The City participated in five neighbourhood advisory boards to discuss local issues and co-design responses to enhance safety, liveability and amenity of social housing. In August 2023, the City led the Redfern Safety Audit which identified a range of safety and amenity issues requiring action from participating agencies including lighting, footpaths, graffiti, and maintenance. The City supported Surry Hills Police to conduct day and night time safety audits of the Northcott estate. The City convenes a monthly Social Housing Operations Group with Homes NSW and a total of 67 issues were escalated to the group during the financial year. Over this period, 76 per cent of issues have been resolved, with 16 issues remaining open. In addition, Homes NSW agreed to host monthly meetings to focus on improved waste and rodent management. The City provided Clean Up Australia with a Quick response grant for them to support social housing residents in Redfern and Waterloo to participate in clean-up activities.

**On Track**

## Support people during urban renewal and development

Support communities to participate in social housing redevelopment projects

The City has provided \$450,000 in funding through the Community services grant program for multi-year projects to be delivered by Redfern Legal Centre, Kinchela Boys Home and Counterpoint Community Services to support residents during the Waterloo South relocation process. The projects will provide legal advocacy and support, capacity building and community development activities, and support for Aboriginal and Torres Strait Islander communities. The City continues to participate in the Waterloo Neighbourhood Advisory Board's monthly Waterloo Redevelopment Group to elevate community issues and advise the redevelopment project team. The City continues to support Homes NSW's clean-up Waterloo events which aim to assist residents in disposing of unwanted bulky items and share information about the redevelopment.

**On Track**

## Advocacy

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

The City made a submission to a state led rezoning process 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 has worked in partnership with Resilient Sydney and the Southern Sydney Regional Organisation of Councils to advocate for more affordable housing as part of the Transport Oriented Development (TOD) Program and its effective implementation. This included sharing lessons from the City's delivery of an inclusionary zoning scheme. The City has contributed to the development of a template to assist councils affected by the TOD program and implement a new inclusionary zoning scheme.

**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

In accordance with a Council resolution, the City is currently reviewing its affordable housing planning controls, including the potential increase in contribution rates. The City is working with other Councils to encourage and mentor them in the development of affordable housing levy schemes. The City is engaging with NSW Government on a state led rezoning for Explorer Street, Eveleigh which is expected to increase the amount of social and affordable housing. A planning proposal to increase the contribution rate in Ultimo/Pymont has now come into effect. The City is advocating for the introduction of affordable housing if the NSW Government's proposed changes to low and mid rise zoning takes place.

**On Track**

| Planning controls to encourage affordable rental housing |      |         |         |         |                |    |    |       |       |   |                |
|--|------|---------|---------|---------|----------------|----|----|-------|-------|---|----------------|
| Key Performance Indicator                                | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |    |    |       |       | Comment   | Status         |
|  |      | Result  | Result  | Target  | Q1             | Q2 | Q3 | Q4    | YTD   |   |                |
| Affordable rental housing units in the city area         | No.  | 1,427   | 1,464   | -       | -              | -  | -  | 1,447 | 1,447 | Data for FY23/24 was not available for the 12 August 2024 Committee meeting. This has since become available and is published here. | Indicator Only |

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

| Major Programs | Progress To Date | Status |
|----------------|------------------|--------|
|----------------|------------------|--------|

#### Facilitate supply of diverse range of housing

|  |   |          |
|--|---|----------|
| Monitor the quantity of private residential and non-private residential development in the city by development phase | As at 30 June 2024 there were: <ul style="list-style-type: none"> <li>• 11,156 private residential dwellings approved or under construction in the city</li> <li>• 3,545 non-private residential dwellings approved or under construction in the city</li> <li>• 1,186 private residential dwellings lodged but not yet approved in the city</li> <li>• 556 non-private residential dwellings lodged but not yet approved in the city</li> </ul> For the June quarter (Q4) there were: <ul style="list-style-type: none"> <li>• 697 private dwellings completed</li> <li>• 484 non-private dwellings completed</li> </ul> | On Track |
|--|---|----------|

#### Facilitate supply of diverse range of housing

| Key Performance Indicator   | Unit    | 2021/22  | 2022/23  | 2023/24 | 2023/24 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 | 1,414.89 | 1,371.86 | -       | 1,349.59       | 0  | 0   | 0       | 1,349.59 | Four grants were approved by Council in previous financial years with 2023/24 commitments. Support was provided through Community services to support four specialist Homelessness services in the Inner City area - Aboriginal Corporation for Homeless Rehabilitation Community, Innari, Launchpad Youth Community and Neami. | Indicator Only |
| New dwellings approved  | No.     | 2,800    | 880      | -       | 294            | 94 | 242 | 263     | 893      |   | Indicator Only |
| % of private dwellings which are social housing in our local area. Target 7.5% by 2050. Baseline 8.0% June 2021     | %       | 7.91     | 7.9      | -       | -              | -  | -   | 7.7     | 7.7      | Final data for the financial year 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is published here.  | Indicator Only |
| % of private dwellings which are affordable housing in our local area. Target 7.5% by 2050. Baseline 1.1% June 2021 | %       | 1.17     | 1.19     | -       | -              | -  | -   | 1.17    | 1.17     | Final data for the financial year 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is published here.  | Indicator Only |
| Private dwellings in LGA. Target 156,000 by 2036. Baseline 121,725 June 2021  | No.     | 122,444  | 122,723  | -       | -              | -  | -   | 124,010 | 124,010  | Final data for the financial year 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is published here.  | Indicator Only |

| Key Performance Indicator  | Unit | 2021/22 | 2022/23 | 2023/24 | 2023/24 Result |    |    |        |        | Comment  | Status         |
|--|------|---------|---------|---------|----------------|----|----|--------|--------|--|----------------|
|  |      | Result  | Result  | Target  | Q1             | Q2 | Q3 | Q4     | YTD    |  |                |
| Non private dwellings (boarding houses, student accommodation, residential aged care services) in LGA. Target 17,500 by 2036. 2021 baseline 15,127 | No.  | 15,740  | 15,861  | -       | -              | -  | -  | 16,366 | 16,366 | Final data for the financial year 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is published here. | 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. The City is working with the NSW Government on the state-led rezoning of the Explorer Street social housing site. The draft planning controls required a minimum amount of culturally appropriate affordable housing for Aboriginal and Torres Strait Islander households. | <b>On Track</b> |
|---|--|-----------------|

## Status definitions for 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   |
|----------------|---|--|--|
| <b>Program</b> | 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. |
| <b>Project</b> | 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  |
|-------------------------|--|--|---|
| <b>Within tolerance</b> | 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. |
| <b>On target</b>        | 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.

**CDP** – CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts.

**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.

**DGP** – 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.

**LGN** – liveable green network. The liveable green network aims to create a pedestrian and cycling network that connects people with the city and village centres as well as major transport and entertainment hubs, cultural precincts, parks and open spaces.

**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.