



Photograph from Sydney Life, Art & About – part of the City's annual visual art festival. Fiona Morris – Reclaim the streets.

Appendix

City Of Sydney Corporate Plan 2005/07 – Fourth Quarter Performance Indicators

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City Environment Planning

1. Objective: To provide an efficient and timely DAs assessment process*.

Quantifiable actions	Performance indicators	Target 2004/05	YTD at Q4	Comments
Provide high quality and efficient planning assessment process	Average DA processing time	38 days	39.4 days	Processing times progressively improving and nearing target
	% of fast track DA processing within 15 day timeframe	85%	85.6%	Target achieved
	Average notification time for DA applications	5 days	7.5 days	The procedural cause of notification delays has been identified. Steps have been taken to remedy the problem and it is expected that notification times will meet the target in 2005/06

* All days referred to are business days.

Specific projects	Start date	Estimated completion date	Progress at Q4	Comments
Prepare a revised and improved comprehensive set of DA conditions of consent, consolidating conditions from the new boundary areas	Mid 2004	Early to Mid 2005	Draft complete	To be reported to Council in Q2 2005/06.
Update the City Development Procedures Manual to foster consistency in approach	Mid 2004	Early to Mid 2005	Urgent systems reforms package advanced during 2004/05	Have established an online Procedures Manual
Prepare a development assessment package to assist applicants and residents to understand the development assessment process	Mid 2004	Early to Mid 2005	Final draft being reviewed within Council	New DA lodgement information and DA form complete. This includes current requirements for online lodgement of plans, which has been successful

City Environment Environment

2. Objective: To improve the natural and built environment.

Specific projects	Start date	Estimated completion date	Progress at Q4	Comments
Develop a Waste Strategy	2003/04	June 2005	Not initiated	To be incorporated within the Environment Management Plan being developed in response to Environmental Leadership Focus Area.
Develop a Water Strategy	2003/04	June 2005	Consumption data obtained, some actions underway	As above
Develop a Natural Biodiversity Strategy	Mid 2004	June 2006	Not initiated	As above
Develop an Air Quality and Transport Strategy	Mid 2004	June 2006	Not initiated	As above
Implement Greenhouse Action Plan	2003/04	Ongoing	Consumption data obtained, some actions underway	As above
Implement Stormwater Management Plan	2003/04	Ongoing	Some actions underway	As above
Clean Up Australia Day and World Environment Day Programs	2003/04	Ongoing	On target	City supported Clean Up Australia Day in Q3. Successful World Environment Day Event held in Martin Place and NSCs in Q4.

3. Objective: To protect and enhance community health through the enforcement of legislative requirements and approvals.

Specific projects	Progress at Q4	Comments
Ongoing annual inspection of cooling towers, beauty salons and hairdressers	Cooling towers – 92% Beauty salons/hair dressers – 83%	Large numbers of regulated premises which were not apparent following the amalgamation have been discovered requiring registration/inspection. This has negatively impacted on inspection system operation. The licensing system is being reviewed to facilitate a more effective inspections allocation regime. New cooling towers have been identified that were not transferred across in the amalgamation.
Ongoing twice yearly inspection of skin penetration premises, food premises and boarding houses	Skin penetration – 81% Food premises – 73% Boarding houses – 88% Sex industry premises – 96%	As above
Ongoing twice yearly inspection and chemical testing of public swimming pools and spas	Public swimming pools/ spas – 100%	Twice yearly inspections conducted on all registered pools and spas

City Environment Regulatory compliance

4. Objective: To ensure legislative compliance with regard to Clean Up Notices

Specific projects	Comments
Maintain Clean Up Notices – Ongoing program	Implemented

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5. Objective: To ensure legislative compliance with *The Roads Act* to ensure public safety and traffic flow.

Specific projects	Progress at Q4	Comments		
Continued training of City Rangers in all ordinance enforcement	100%	Training completed for relevant staff.		
Quantifiable actions	Performance indicators	Target 2004/05	YTD at Q4	Comments
Improve traffic flow by ensuring roads are free from illegal parking	% of cars parked legally	90%	No audits done	As yet, no audits conducted to determine % of cars parked illegally.

6. Objective: To introduce efficiencies in the issuing and processing of infringement notices.

Specific projects	Target 2004/05	Estimated completion date	Comments
Implement hand held/mobile infringement issuing technology	December 2004	September 2005	Trial complete. Report to CEO by July 2005.

7. Objective: To promote high visibility parking enforcement with NSW Police

Specific projects	Progress at Q4	Comments
Conduct monthly parking operations in conjunction with NSW Police throughout the LGA	Ongoing	Operations continue every month.

8. Objective: To provide enforcement support to the City's new Companion Animals Management Plan

Specific Projects	Progress at Q4	Comments
Ongoing enforcement of The Companion Animals Act provisions via the City's Companion Animals Management Plan	Plan not released	Draft Companion Animals Management Plan is currently being prepared for public exhibition and comment.

9. Objective: To ensure all Annual Fire Safety Statements (AFSS) from former SSCC and LMC areas are furnished to Council.

Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD at Q4	Comments
Notification of AFSS due date to be sent to building owners	% of notification letters sent three months before due date	100%	100%	90%	New system and training of new staff have slowed down the process.
Collection of compliant AFSS furnished to Council	% submitted by the due date	75%	90%	80%	Legal action/fines imposed on businesses failing to meet deadlines.
Legal action for failure to furnish AFSS	Legal action taken on non-compliant premises	90%	100%	100%	Achieved.
Recording of former SSCC and LMC AFSS information	Create records on database for follow-up of AFSS	90%	100%	90%	New system and training of new staff have slowed down the process.

10. Objective: Fire upgrading of deficient Essential Fire Safety Measures in high rise residential apartment buildings.

Specific projects	Progress at Q4	Comments
Ensure Essential Fire Safety Measures in high rise residential apartment buildings comply with the required standards	75%	Ongoing. Not a City requirement to inspect privately certified construction.

Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD at Q4	Comments
Identify high rise residential apartment buildings that have deficient Essential Fire Safety Measures	Inspect and confirm affected buildings	100%	100%	100%	Achieved
	Rectification works commenced to rectify defective Essential Fire Safety Measures	100%	100%	90%	Legal action pending

11. Objective: Cease use of unauthorised serviced apartments.

Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD at Q4	Comments
Unauthorised serviced apartments cease operation	All identified unauthorised serviced apartments are served Orders to cease use	100%	100%	90%	Legal action pending

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12. Objective: To provide an effective and efficient certification processing service.

Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD at Q4	Comments
Ensure that application processing is carried out in a timely manner	Average processing time for s.68 approvals eg. places of entertainment and temporary dwellings	10 days	10 days	10.7 days	Increase in mandatory inspections has redirected resources.
	Average processing time for construction certificates	14 days	14 days	12.7 days	Achieved
	Average processing time for joint development construction certificates	3.5 days	3.5 days	5.1 days	Increase in mandatory inspections has redirected resources leading to an increase in the processing time.

City Infrastructure Major infrastructure works

13. Objective: To provide quality urban design and community facilities.

Specific projects	Starting date	Estimated completion date	Progress at Q4	Comments
Gateway Projects	2003	–	–	This refers to the Oxford Street and Broadway projects, which are detailed separately below.
Ultimo Aquatic Centre	2003	January 2007	30%	Construction commenced in January 2005.
Goulburn Street Parking Station Upgrade	Mid 2004	December 2006	5%	Strategy to be agreed.
Redfern Street Upgrade	Mid 2004	Mid 2007	6%	Construction due to commence in March 2006.
Victoria Park Pool Upgrade	Mid 2004 March 2005	October 2006 September 2006	50% 5%	Construction commenced March 2005. Pool works to be completed by October 2006. Additional room for gym and programs approved by Council in March 2005.
Customs House Upgrade	2003	September 2005	95%	Construction complete. Finalisation of AV and defects rectification.
Green Square Urban Renewal Project	2003	–	–	Green Square Town Centre planning controls and Implementation Entity Model reviewed with joint Council/CSPC Taskforce. Draft LEP currently being finalised.
Glebe Foreshore Project	Mid 2004	September 2006	9%	Stage 1 complete. Review of site contamination reports for Stage 2 underway.
Sydney Park	Mid 2004	2009	62%	There are a number of small ongoing projects throughout the park
Surry Hills Park	Mid 2004	September 2006	5%	Construction is due to commence in November 2005
Kings Cross Neighbourhood Service Centre	2003	October 2005	95%	Façade rectification and defects still to be completed
Burton Street Tabernacle	Mid 2004	December 2007	–	Additional feasibility study being undertaken
Water Police Site Pyrmont Point	Mid 2004	January 2008	–	Land transfer completed. Initial community consultation to commence July/August 2005

City Infrastructure Streetscape

14. Objective: To improve the ambience of the City.

Specific projects	Start date	Progress at Q4	Comments
Design, development and delivery of the Living Colour Floral displays	Ongoing	Ongoing	Design and development addressed for upcoming spring displays.
Delivery of the City Care Street Trees – New Packages	Ongoing	Ongoing	Preparative works completed and winter plantings commenced.
Darlinghurst Road, Gateways Project	2003/04	100%	Complete
Oxford Street Gateways Project	2003/04	35%	Construction commenced in October 2004. Completion due in March 2006
Broadway Gateways Project	2003/04	–	Deferred to 2006/07

City Infrastructure Asset management

15. Objective: To manage and maintain the City's infrastructure assets.

Specific projects	Q4 result	Comment
Planning, management and performance of condition assessment of the City's infrastructure assets.	Progressive audits undertaken of LGA.	Precinct based audits of civil infrastructure assets undertaken on a daily basis. Strategic Asset Management identified as four year objective in 2006-2009 Strategic Plan. Framework and policy development commenced, programmed for completion in 2005/06.

City Infrastructure Transport, traffic and access

16. Objective: To reduce congestion and improve traffic flow within the City road network.

Specific projects	Start date	Estimated completion date	Progress at Q4	Comments
Upgrade parking meters	Mid 2004	Early to mid 2005	100%	Installation complete apart from minor restoration work
Assessment of possible light rail extension from Central to Circular Quay	2003/04	March 2004	100%	Assessment complete

Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD at Q4	Comments
Cap the number of parking spaces available for permanent parking	% of spaces available for permanent parking	–	40%	40%	On target

17. Objective: To improve disabled access within the City.

Specific projects	Start date	Estimated completion date	Progress at Q4	Comments
Installation of kerb ramps at all major CBD intersections	2003/04	Ongoing	50%	Steady progress being made
Installation of Braille street nameplates at all CBD traffic signal locations	2003/04	June 2006	75%	Stage 1, 2 and 3 complete. Final stage in 2005/06
Completion of all actions outlined in the City's Action Plan for People with Disabilities 2002 – 2005	2003/04	December 2005	70%	On track, some elements delayed due to amalgamation

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City Facilities Aquatic and leisure centres

18. Objective: To provide a broad range of quality aquatic-based sport and leisure opportunities for people in the City.

Specific projects	Start Date	Estimated completion date	Comments			
Ultimo Aquatic Centre development	2003	January 2007	30% complete. Construction commenced in January 2005.			
Quantifiable actions	Performance indicators		Result 2003/04	Target 2004/05	YTD at Q4	Comments
Provide a broad range aquatic-based sport and leisure programs at each of the City's aquatic centres	Annual attendance figures at Cook + Phillip Park		580,000	600,000	598,000	99.7% of target achieved
	Annual attendance figures at Andrew 'Boy' Charlton Pool		125,000	135,000	123,000	91% of target achieved
	Annual attendance figures at Prince Alfred Park Pool		40,000	52,000	47,000	90% of target achieved
	Annual attendance figures at Victoria Park Pool		240,000	245,000	163,000	Lower attendances attributed to maintenance and building works
	Annual attendance figures at Ultimo Aquatic Centre		N/A	N/A	N/A	The centre is currently under construction and is due for completion by January 2007

City Facilities Cultural venues

19. Objective: To provide a quality Town Hall venue that is utilised to its maximum potential and achieves customer satisfaction.

Specific projects	Start Date	Estimated completion date	Progress at Q4	Comments		
Sydney Town Hall Refurbishment Program – upgrade to lift and toilet facilities	2003/04	Sept 2005	80%	Works are being completed, including Druiitt Street entry and access.		
Centennial Hall Gallery – seating replacement and technical upgrade program	2004/05	Sept 2006	0%	Project brief is being developed.		
Quantifiable actions	Performance indicators		Result 2003/04	Target 2004/05	YTD at Q4	Comments
Actively promote the use of Sydney Town Hall	Number of patrons attending events at Sydney Town Hall		185,242*	190,000	237,135	Above target for total attendance
	% utilisation of Centennial Hall (based on total hours occupied)		61%	65%	55%	Lower occupancy due to delays in completing the refurbishment
Achieve a desirable mix between event types at Sydney Town Hall	Number of community and civic and Council events held annually		142	170	240	Council, internal and community attendance was 31,961
	Number of commercial events held annually		139	185	185	Commercial attendance was 205,174
To ensure that venue hirers are satisfied with the services provided	% of customer questionnaires returned with good or excellent overall ratings		92%	95%	100%	There were 42 questionnaires returned in 2004/05, compared to 44 in 2003/04
	% of events (other than internal) that involved repeat hirers		76%	90%	59%	Marketing activities resulted in an increase in new business, which decreased the level of repeat hirers

* The venue was closed for refurbishment between 1 July - 30 September 2003.

20. Objective: To provide a quality Recital Hall that is utilised to its maximum potential and achieves customer satisfaction.

Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD at Q4	Comments
Actively promote the use of the City Recital Hall	Number of patrons attending events at City Recital Hall	100,000	105,000	127,065	Achieved above target due to program attractiveness and high single ticket sales.
	% utilisation of the City Recital Hall (based on total number of events)	43%	48%	50%	Achieved target.

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21. Objective: To provide a quality Customs House that is utilised to its maximum potential and achieves customer satisfaction.

Specific projects	Start date	Estimated completion date	Progress at Q4	Comments		
Customs House refurbishment program	2003/04	September 2005	95%	Refurbishment complete. Finalisation of audio visual equipment and defects rectification.		
Customs House website development	2003/04	August 2005	95%	Customs House website to be launched in August 2005.		
Quantifiable actions	Performance indicators		Result 2003/04	Target 2004/05	YTD at Q4	Comments
Audience size	Number of people entering Customs House, measured by the Library, Town Hall Venue Management and Security		N/A	N/A	90% had positive Customs House experience	Year 1 figures to be used as benchmark. Visitor feedback based on visitor book, verbal responses and correspondence.
Monitor media coverage	Quantification and collation of media coverage/clippings		N/A	52	N/A	To commence public relations activities in spring 2005.
Depth of Exhibition and Cultural program	Number of exhibitions and cultural events.		N/A	12	N/A	Exhibition and cultural program will start in 2005/06. Public responses will be assessed.

22. Objective: To provide a quality Barnet Long Room at Level One, Customs House that is utilised to its maximum potential.

Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD at Q4	Comments
Actively promote the use of the Barnet Long Room	% utilisation of the Barnet Long Room (based on hours available)	N/A	50%	N/A	Building opened in June 2005.
Achieve a desirable mix between event types in the Barnet Long Room	Number of community and civic events held annually	N/A	30	N/A	As above
	Number of commercial events held annually	N/A	140	N/A	As above

23. Objective: To provide a quality Paddington Town Hall that is utilised to its maximum potential and achieves customer satisfaction.

Specific projects	Start date	Estimated completion date	Progress at Q4		Comments
Relaunch of Paddington Town Hall to the market	Mid 2003	June 2005	Ongoing		New collateral, marketing initiatives in operation
Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD at Q4	Comments
Actively promote use of Paddington Town Hall	% utilisation of Paddington Town Hall (based on hours occupied)	5%	35%	38%	Higher than expected annual occupancy in first year of managing by Venues Unit
Achieve a desirable mix between event types at Paddington Town Hall	Number of community and civic events held annually	N/A	15	3	Lower than expected community, civic and internal use due to preference for Sydney Town Hall
	Number of commercial events held annually	18	106	39	Venue has a high multi-day event usage (eg. exhibitions, auctions, warehouse sales). This increases the occupancy, but decreases the number of events
To ensure that venue hirers are satisfied with services provided	% of customer questionnaires returned with a good or excellent overall response	N/A	95%	89%	There were nine questionnaires returned in 2004/05
	% of external events that involved repeat hirers	N/A	30%	36%	Repeat hirer level will increase as Venues Unit builds client base

City Facilities Libraries

24. Objective: To provide world class library resources for the community and public.

Specific Projects	Start Date	Estimated Completion Date	Progress at Q4	Comments
Establish a new library at Customs House	2003/04	June 2005	99%	Remaining works include the scissor lift, after hours book chute, balustrade height and signs
Undertake a major survey of library users and non-users to determine their needs and wishes	2003/04	June 2005	90%	Survey to be extended to include the newly opened Customs House Library
Improved facilities in Redfern/Waterloo	2003/04	June 2005	15%	Development in line with Library Network Review

City Facilities Parks and open spaces

25. Objective: To provide well maintained and safe parks and open spaces.

Specific projects	Start date	Estimated completion date	Progress at Q4	Comments
Upgrade of city playgrounds	2003/04	April 2006	60%	There are a number of parks being upgraded
Identify location and implement a skateboard facility	2003/04	June 2007	–	Strategy plan being developed
Completion of new park at Surry Hills	2003/04	September 2006	–	Construction is due to commence in November 2005

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City Facilities Recreation and community centres

26. Objective: To provide access to community facilities and programs

Specific projects	Start date	Estimated completion date	Progress at Q4	Comments
Complete a Cultural Plan for the City LGA	Mid 2004	–	–	Cultural Plan has been deferred
Conduct a Recreation and Open Space Audit for the City LGA	Mid 2004	End 2005	30%	Initial desktop study is being prepared. Schedule of existing areas completed
Prepare a Community Facilities Plan for Redfern and Waterloo	Mid 2004	Mid 2006	–	Facilities Plan has been deferred pending the development of action plans by the Human Services Working Groups

Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD at Q4	Comment
To provide accessible community facilities (existing area)	Maintain numbers of sports competitions at KGV Recreation Centre (currently running at capacity)	79,000	79,000	81,390	Achieved. New futsal competition introduced in Q4
	% increase in other centres attendances	5%	5%	4%	Numbers remain steady on previous increases. June attendances lower due to a break in most programs
To ensure access to community facilities across the LGA	Increase attendances by identified priority groups	Benchmark year	5%	5%	Achieved. Programs at several centres target identified priority groups. Venue usage by identified groups also increased

Specific projects	Performance indicators	Progress at Q4	Comments
To provide community development activities that identify and fill new needs	To provide at least 4 new activities each year	Complete	<ol style="list-style-type: none"> 1. Aged Services Interagency to provide a coordinated approach to services for the aged. 2. Millers Point Youth Taskforce to provide activities and skills development for young people. 3. Woolloomooloo community barbecues bring together several community organisations and Juanita Nielsen Centre staff. 4. The Woolloomooloo Tweenies program has already seen an increase in attendance and improved relationships between staff and attendees.

City Community Children's services

27. Objective: To ensure a high level and adequate provision of quality child care services for the City of Sydney.

Specific projects	Start date	Estimated completion date	Progress at Q4
Review needs and increase baby places at Council-operated child care centres where applicable	Ongoing	Ongoing	Capital funds for refurbishment of Redfern Occasional Child Care and Alexandria Child Care Centre were approved in the 2005/06 budget. The design brief and scope of works are being developed
Complete Child Care (DCP) for improved quality of new child care facilities	2003/04	Ongoing	Draft Child Care Centres DCP awaiting outcome of Child Care Needs Assessment due Q1 2005/06
Review funding options for Council's children's services	Ongoing	Ongoing	The Rocks, Ultimo and Pyrmont Children's Programs now charging new fees and offering federally funded Child Care Benefit to all families

Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD at Q4	Comments
Set up appropriate programs for children aged 5-14 years, outside school hours in Redfern/Waterloo	Number of new activities for 5-14 year olds in Redfern/Waterloo	1	1	1	The children's program, operating at Redfern Community Centre, continues to be well attended during after school and vacation care. Support is also provided to Kidspeak, which operates in the Waterloo Public Housing Estate for children aged 5-12 years.

City Community Cultural affairs

28. Objective: To support and encourage cultural and community activities

Specific projects	Progress at Q4	Comments
Ongoing management and administration of Local Cultural and Community Grants Program	100%	Council approved 107 out of 192 applications (\$284,800) for grants for 2005/06.

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City Community Events

29. Objective: To undertake innovative events to enhance the City's reputation and stimulate its residents and visitors.

Specific projects	Progress at Q4	Comments
Undertake an ongoing program of events that are constantly reinventing themselves	100%	Key events included: NAIDOC Week Family Day at Redfern Park Garden Competition and Awards City Talks at Sydney Town Hall Winner's Recital for Sydney International Piano Competition Finals of Youth Fashion Competition Welcome Home Parade for Australia's Olympic and Paralympics Athletes Redfern Waterloo and Spanish Quarter Festivals Christmas Concerts and Tree Lighting Ceremony New Year's Eve celebrations Brass band concerts at Observatory Hill Chinese New Year celebrations Reception for the Crown Prince and Princess of Denmark to mark the unveiling of the bust of Hans Christian Andersen Nagoya Sister Cities Festival Primo Italiano Festival.

30. Objective: To support and encourage innovative cultural and community activities that build the City's reputation and a sense of community.

Specific projects	Progress at Q4	Comments
Ongoing sponsorship of cultural and other programs to contribute to a vibrant cultural environment	100%	See above, plus: City Night Markets Anzac Day Parade Kings Cross Food and Wine Fair Surry Hills Festival Sydney Writers' Festival Sydney Film Festival Walking the Streets.

City Community Homelessness services

31. Objective: To improve the quality of boarding houses in the City area.

Specific projects	Start date	Estimated completion date	Progress at Q4	Comments
Development of a Boarding House Development Control Plan (DCP)	Mid 2003	Mid 2005	100%	Achieved. DCP completed and adopted by Council December 2004

32. Objective: To assist the homeless to access appropriate accommodation and support services.

Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD at Q4	Comments
Homeless Persons Information Centre service	% of calls where overnight accommodation needs were met	90%	90%	91%	Achieved. Program delivered satisfactory outcomes.
Homeless Brokerage Program service	% of brokerage program clients finding stable long-term accommodation	60%	60%	81%	Achieved. Program delivered above satisfactory outcomes
City Street Outreach Program service	% of clients finding accommodation (long and short-term)	40%	40%	36.6%	Program delivering satisfactory outcomes.

City Community Public affairs

33. Objective: To provide information to residents and ratepayers regarding community events and activities.

Specific projects	Start date	Estimated completion date	Progress at Q4	Comments
Production and development of resident and ratepayer information and newsletter program (external)	Ongoing	Bi-monthly	April June editions	Six editions published and distributed. In Q4 April and June editions were distributed to all residents, mailed to over 12,500 businesses, internally to staff and electronic version to approximately 1,800 subscribers.
Undertake a Reputation Measurement Survey (internal and external)	July 2004	June 2006	–	To be undertaken by the new Service and Quality Planning Division in 2005/06
Undertake a Banner Program	July 2004	July 2005	–	Ongoing

Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD at Q4	Comments
Actively promote the use of the Banner Program	% increase in banner usage by external parties	10%	10%	5.28%	An increase of 481 on last year's 9,104. Electronic banner booking system developed to track banner usage. Banner marketing kit developed and distributed.
	% increase in banner revenue by external parties	10%	10%	20%	Achieved. Revenue increased.
Undertake Reputation Measurement Survey	% of community happy with services provided by Council	80%	80%	–	Surveys on hold pending formation of new Service and Quality Planning Division.
	% of community happy with community meetings and accessibility to Council staff	80%	80%	–	New format for Lord Mayor's Forums proving successful. Surveys to be undertaken by the new Service and Quality Planning Division.

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City Community Retail strategies

34. Objective: To pro-actively market the City as a retail, dining and leisure destination.

Specific projects	Start date	Estimated completion date	Progress at Q4	Comments
Develop an Annual Marketing Plan for Sydney City Marketing (SCM) program	Ongoing	Ongoing	Ongoing	Adopted the 2004/05 SCM Plan in July 2004. Achieved the 2004/05 SCM Plan program.
Identify and develop precinct marketing support for City precinct areas such as Kings Cross, Glebe and Oxford Street, Darlinghurst	Mid 2004	Mid 2005	Draft completed and undergoing consultation	Business and Community Partnership Program has been developed for Council's consideration
Continue to foster positive relationships with tourism agencies as part of overall marketing activities	Ongoing	Ongoing	Ongoing	City participated in Destination Sydney Marketing Forum attended by key government agencies

City Community Safe city

35. Objective: To work with external agencies to ensure a safe City environment.

Specific projects	Start date	Estimated completion date	Progress at Q4	Comments
Development of protocol between the City and NSW Police, underpinning the referral process for DAs as part of crime prevention through environmental design	2003/04	Q4 2005/06	80%	Protocol completed and awaiting CEO and Police Headquarters' sign off.
Redevelopment of the City's Accord with Licensed Premises	Ongoing	Q4 2006/07	100%	Launched City North and Surry Hills Licensing Accords. Continued to assist in the development of Newtown and Glebe Accords.
Development and implementation of the City's strategy to suspend begging in consultation with the community, retailers, State Transit and NSW Police	2003/04	Q4 2005/06	–	Stakeholder group met and developed an information strategy. Report is to be presented to Council for resolution and possible implementation.

Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD Q4	Comment
Implementation of crime prevention programs in licensed premises	Number of crime prevention programs run each year	1	2	2	Promotion of 'Stop Theft' and 'Gone in a Flash' campaigns.

36. Objective: To develop and maintain a safe public domain.

Specific projects	Start date	Estimated completion date	Progress at Q4	Comments
Investigate the implementation of CCTV cameras into Kings Cross, Darlinghurst and Glebe	2003/04	September 2005	98%	Internal review of CCTV underway
Upgrade City lighting, including the introduction of Smartpoles to Oxford Street, Kings Cross and Broadway and investigate in newly amalgamated areas	2003/04	December 2005	88%	Public domain lighting strategy covering City LGA has been prepared. Lighting upgrades implemented at 70 sites during the year.

37. Objective: To improve safety within the community

Specific projects	Start date	Estimated completion date	Progress at Q4	Comments
Development of primary and early intervention strategies including recreational, school-based, vocational and parental targeted programming	Ongoing	2006/07	60%	Activities increased in Redfern/Waterloo through community centre.
Resident safety information strategy incorporating factsheets, booklet and web information	Ongoing	2005/06	100%	Achieved. Resident safety tip brochure and web content completed.
Resident safety education targeting the City's culturally and linguistically diverse communities	Ongoing	2006/07	70%	Identified topic areas requiring translated material.
Implement the Redfern/Waterloo Community Safety Plan	Ongoing	December 2006	60%	Ongoing
Safety education targeting key events (eg. New Year's Eve, Chinese New Year, Sydney Gay and Lesbian Mardi Gras)	Ongoing	N/A	70%	Continued to jointly distribute safety messages with the NSW Police.

City Community Social planning**38. Objective: To provide Council with relevant, timely and rigorous social policy and planning.**

Specific Projects	Start date	Estimated completion date	Progress at Q4	Comments
Prepare and implement City of Sydney Social Policy and Plan	Q3 2004/05	November 2005	75%	Community consultation to be undertaken in Q1 2005/06, with final plan submitted to Department of Local Government by 30 November 2005.
Prepare and implement City of Sydney Affordable Housing Strategy.	Q2 2004/05	June 2006	50%	Strategy has been delayed due to its relocation to the Strategic Planning and Project Development Division. Revised timeframe for completion currently being developed.
Review City of Sydney Homelessness Strategy with homelessness services sector.	Q2 2004/05	December 2005	80%	Still in development stage and research is being completed. To be presented in late 2005.
Undertake a Community Facilities Needs Assessment for the City of Sydney area.	Q2 2004/05	December 2005	50%	Integrated community facilities planning for the new LGA has commenced.
Undertake Child Care Needs Assessment for the City of Sydney area with children's services sector.	Q2 2004/05	December 2005	75%	Needs Assessment completed. Draft report currently being finalised.
Develop Redfern/Waterloo Cultural Plan	Q2 2004/05	-	-	Council is waiting on the development of action plans by the Human Services Review Working Groups, which will inform the Cultural Plan.

Appendix – City of Sydney Corporate Plan 2005/07 – 4th Quarter Performance Indicators

City Services Clean city

39. Objective: To provide a waste management service that promotes and encourages minimisation and manages waste in the most environmentally and economically responsible manner.

Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD at Q4	Comments
Increase recycling in the community	Weight of non-recyclable waste collected per capita per annum	218 kg	209 kg	267kg	Achieved. The increase from former City of Sydney non-recyclable waste has been offset by a larger increase in recycling.
	Weight of recyclable waste collected per capita per annum	52 kg	53 kg	83.2kg	Achieved. Diversion of waste from landfill has exceeded expectations.
Active monitoring and management of service levels and providers	% of domestic waste issues/ complaints actioned within 24 hours	N/A	95%	90%	Figure based on reconciled external provider responses.
	Cost of domestic waste service per household per year	\$255	\$200	\$228	Average domestic waste revenue per household as per rates data.

City Services Customer service

40. Objective: To provide an effective advisory and information service that meets customers' needs.

Specific projects	Start date	Estimated completion date	Progress at Q4	Comments
Integrate former City and South Sydney customer service business systems	Q2 2004/05	November 2004	100%	Integration completed.
Develop customer service training curriculum	Q2 2004/05	December 2005	50%	Initial curriculum developed. Curriculum content to be further developed by external training provider following appointment of Customer Service Manager.
Train customer service staff in integrated customer service business system	Q4 2004/05	Ongoing	Ongoing	Ongoing. Over 250 staff trained in new Customer Service Module, which commenced roll out in June 2005.
Develop and implement regular staff and management meetings for customer service points, including briefings from other business units	Q4 2004/05	Ongoing	Ongoing	Ongoing
Develop customer service information collection and distribution systems	Q2 2005/06	June 2006	30%	A new Customer Service Module has been developed. Roll-out commenced in June 2005 across initial areas of Council.

Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD at Q4	Comments
Prompt response to customer queries	% of calls answered within 20 seconds	75%	80%	75%	Refers to switch response times only
	% counter service customers waiting more than five minutes	20%	20%	33%	Service review pending appointment of Manager Customer Service
Counter customer satisfaction with service quality	% of customers satisfied service quality	80%	80%	N/A	Satisfaction survey pending appointment of Manager Customer Service

City Organisation Governance

41. Objective: To provide cost effective corporate support services to Council.

Quantifiable actions	Performance indicators	Result 2003/04	Target 2004/05	YTD at Q4	Comments
Minimise the cost of corporate support service to Council	% of corporate costs to total costs	<20%	<20%	19%	Achieved

