

Corporate Plan 2012-15 (2012 Revision)



The Corporate Plan 2012 - 2015 (2012 Revision) can be accessed on the City of Sydney's website at **www.cityofsydney.nsw.gov.au**

Further information or feedback on the Corporate Plan can be made via email to **corporateplan@cityofsydney.nsw.gov.au**

Alternatively, comments can be made in writing to:

**Feedback on Corporate Plan
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GPO Box 1591
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LORD MAYOR'S MESSAGE

This Corporate Plan 2012-2015 and Budget set the course for the City of Sydney's continued delivery of services, programs and projects for a more social, cultural and commercial city, as well as a green, global and connected city.

The Corporate Plan underscores our commitment to implementing the next phases of our flagship Sustainable Sydney 2030 program, one based on and created from the most comprehensive community consultation program ever undertaken by Council.

The priorities and projects of our multi-faceted communities – including reductions in greenhouse gas emissions, a more integrated transport system and planning excellence – are a bedrock of the Corporate Plan and the City's short, medium and long term targets.

Our green infrastructure masterplan aims to deliver more sustainable use of energy, water and waste to directly reduce greenhouse gases, the cause of damaging climate change.

Our plan to reduce carbon emissions by 70 per cent, based on 2006 levels, remains on course, by creating low carbon zones across the city and generating energy locally. Those initial low carbon zones start with a tri-generation plant within the Green Square development precinct and on the roof of Town Hall House. Local energy generation will also be introduced in other City venues, including our new Prince Alfred Park aquatic centre. The opportunity will be provided for our neighbours to access that energy.

Work is progressing on plans for an automated waste management system, while we continue to boost our level of recycling and lower the amount of waste going to landfill. Our program of initiatives to encourage businesses and residents to reduce waste and recycling and resource recovery is ongoing. The Better Buildings Partnership, involving the landlords of some 60 per cent of buildings in the CBD continues to gain support for making existing buildings more sustainable and setting the bar higher for new buildings.

After comprehensive testing, the City has started the roll-out of energy efficient LED (light emitting diode) street lights across the CBD, followed by installation in other parts of the LGA. This program will significantly reduce electricity costs and carbon emissions.

The Corporate Plan sets out our additional focus on economic development, with project deliverables that include a new retail action plan dedicated to delivering a quality experience in the City and Villages; building business capacity; removing barriers for business, and improved communication with and between businesses. A further initiative involves the implementation of an International Engagement Action Plan.

We continue to actively consult with the community, and this is emphasised by the development – after a widespread program of forums, plus feedback from public exhibition – of 10 new draft Village Centre plans to improve consistency and holistic approach to local planning.

The Corporate Plan reinforces our ongoing commitment to sustainable and integrated transport, with our emphasis on encouraging improvements to how people – be they workers, residents or visitors - move around the city. This includes ongoing delivery of an increased cycleway network to meet record growth in the numbers of regular cyclists. The take-up of cycling continues to grow further as the network of shared and separated pathways is extended.

The \$180 million committed by Council in its long-term budget to support NSW Government development of light rail in George Street coupled with the transformation of the City's main spine remains a flagship program. We remain steadfast in our determination to reduce carbon emissions, congestion and noise, and improve the streetscape for pedestrians and retail precincts

The City's financial position is strong, and this budget will maintain our extensive community support services, programs and events, coupled with the roll out of a comprehensive capital works program. Key projects include the Green Square Town centre, refurbishment of Hyde Park, parks and sporting facilities in key LGA locations; upgrades of footpaths across the CBD and sustained activation of laneways. A comprehensive program of small to medium projects will make for a greener, more alluring place to walk and cycle for residents, workers and visitors.

Major events such as New Years Eve and Chinese New Year continue to gain stature, growing patronage and support, stimulating the economy and embossing Sydney's global city status as an exciting and original city.

Our sponsorship and partnership program will remain robust, with support of major festivals including the Sydney Festival, Sydney Writers Festival, Sydney Film Festival, Biennale of Sydney and Sydney Gay and Lesbian Mardi Gras, as well as the Fringe Festival and major national and international theatre productions. The City's community and cultural life is enriched through the activities and projects of local community, cultural and business groups, and the City will continue to support them through our grants and sponsorships programs. Increased focus on cultural development, with new strategies planned for public art programs and creative industry action plans.

After a lengthy period of community consultation, the City will continue to vigorously champion – along with a full suite of stakeholder support – a new strategy for building our late night economy. The City's first Late Night Trading Policy will help define Sydney after dark over the next two decades.

The significance of the Barangaroo development remains a touchstone of our planning commitments, with a continued emphasis on ensuring the best possible linkages to the city centre.

The Corporate Plan underlines the importance Council places on delivering the necessary targets and directions of its community-supported 2030 program, and results so far give rise to confidence that it is well on track.

Clover Moore MP
Lord Mayor of Sydney

CHIEF EXECUTIVE OFFICER'S MESSAGE

The Corporate Plan 2012-2015 provides an incisive summary of the progress that is being achieved in the implementation of the *Sustainable Sydney 2030* program alongside the extension of services to our communities.

Undertaking *Sustainable Sydney 2030* has given rise to new and innovative methods of doing things that have enhanced our decision-making and seen better outcomes through partnerships and interface with the corporate world, all levels of government, and the broader community.

Governance remains a major priority for all our work, and in the year ahead we will continue to enhance the rigour of our governance framework coupled with a broader range of measurement tools and processes to ensure we are meeting our goals, satisfying our partners and communities as well as better measuring our progress.

Maintaining our financial performance and a robust balance sheet over the next four years is a significant commitment and undertaking of the Corporate Plan, as is keeping our financial position in a strong position. The City of Sydney's annual income stands at [\$468 million] and assets are valued at around [\$6.8 billion]. This status coupled with rigorous management places us in a good position to enthusiastically pursue and deliver Sustainable Sydney 2030 outcomes, supported and guided by the views and ideas gleaned from communities and partners during the consultation process.

The projects, programs and services in the Corporate Plan for the next four years build on our initial work towards developing implementation plans to achieve the objectives of *Sustainable Sydney 2030* that were supported by our various communities during the consultation on the vision.

This Corporate Plan provides the structure by which the City will extend its commitments to lowering our carbon footprint, undertake and deliver bold innovation in the areas of energy, water and waste, make our city of villages more accessible for walking and cycling; deliver a better designed city offering increased social and cultural programs and services.

We will further our discussions with communities on Village Centre planning, and reach-out to local residents on matters that are important to them. Greater inclusiveness and prosperity for everyone will remain a core objective.

Monica Barone CEO

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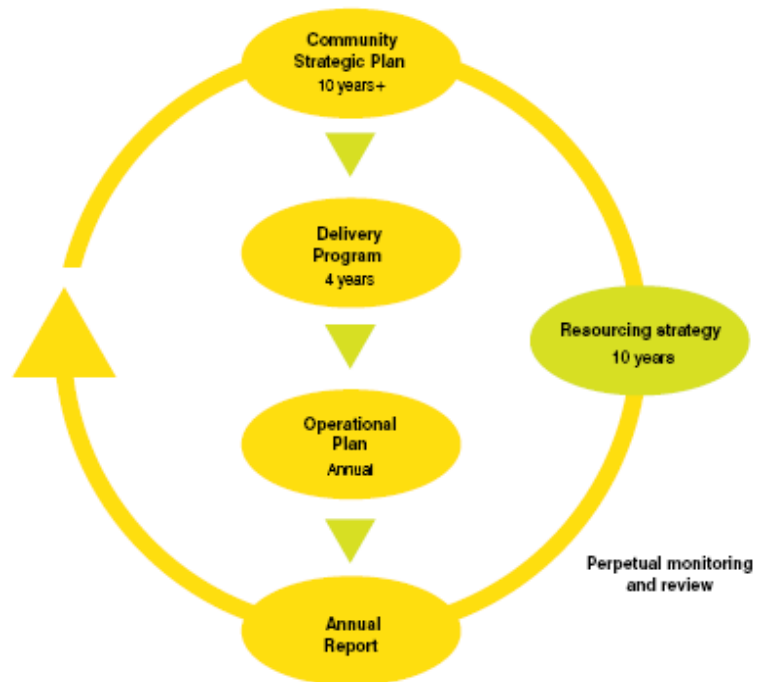
Introduction

Sustainable Sydney 2030 and the Corporate Plan

The Integrated Planning and Reporting Framework

A new mandatory integrated planning and reporting framework for NSW Local Government has been introduced, as shown in the diagram below. These reforms of the Local Government Act 1993 replace the former Management Plan and Social Plan structures.

The City of Sydney's response to this statutory framework for planning and reporting is embodied in the suite of Integrated Planning documents which were adopted following public exhibition in May-June 2011. This is explained below.



An ongoing program to achieve a Green, Global, Connected City

Sustainable Sydney 2030 is a long term Community Strategic Plan for the next 20 years and beyond – an ongoing commitment by the City of Sydney to achieve the vision and targets set out for a Green, Global, and Connected City. Not all the projects or outcomes in *Sustainable Sydney 2030* can be delivered immediately.

The aspiration of a Green Global and Connected City, as it is defined in *Sustainable Sydney 2030*, will be achieved over time by accumulated actions and incremental and step changes in the City.

The Corporate Plan 2012-2015 is the City of Sydney's four year Delivery Program in response to the community vision and strategy expressed in *Sustainable Sydney 2030*. It identifies what we will achieve in the period (financial years) 2012-2015 and the steps we will take towards the longer term vision and objectives.

The Corporate Plan will enable the community to review and monitor our progress toward achieving the aspirations of *Sustainable Sydney 2030*. It includes indicators to measure the effect of our work on the City and the community, priority projects and programs over this timeframe with targets and key performance indicators to deliver the long-term goals and outcomes specified under each strategic direction. The financial plan for the delivery of this program is also identified.

The Operational Plan 2012/13 is derived from the Corporate Plan as an annual instalment of the program. It also includes the detailed annual budget and revenue policy, including rates and fees and charges.

Resourcing the plan

To support the community's objectives expressed in *Sustainable Sydney 2030*, a long-term resourcing strategy is required as part of the Integrated Planning and Reporting framework. This serves to both inform and test the aspirations expressed in the strategic plan and how Council's share of the required actions might be achieved. The deliverables and service standards built into the Corporate Plan are aligned with the Resourcing Strategy.

The *Resourcing Strategy* which accompanies the Community Strategic Plan and this Corporate Plan includes three components:

- Long Term Financial Plan
- Workforce Strategy
- Asset Management Plan

Costs for the principal activities undertaken by the City of Sydney under *Sustainable Sydney 2030*, including the continued provision of current services at the appropriate levels necessary to meet the objectives of the community strategic plan, are brought together in the Long Term Financial Plan. This provides a 10-year view of the costs and what can be funded by the City of Sydney or may be required from other sources.

The City of Sydney's workforce capacity to meet the objectives of the strategy and the broad challenges and responses to planning our future workforce are outlined in the Workforce Strategy.

The Community Asset Management Plan is the summary of the relevant strategies, condition and actions for the assets critical to our operation. More detailed Asset Management Plans for the critical asset classes will be developed in coming months.

How the documents relate

How the City of Sydney's Integrated Planning and Reporting documents work together is illustrated by the diagram below. All of the key plans are tested and refreshed annually and subject to a major review following the election of each new Council. The next major review will be in 2012/13.



Making it happen

Implementing *Sustainable Sydney 2030* requires new ways of working and thinking. The City of Sydney cannot deliver the vision alone. We are changing the way we work as an organisation, and the way we work in partnership with all our stakeholders. The City of Sydney has a critical role in implementing the program. However, it can only be achieved through partnerships for change with community, business and government.

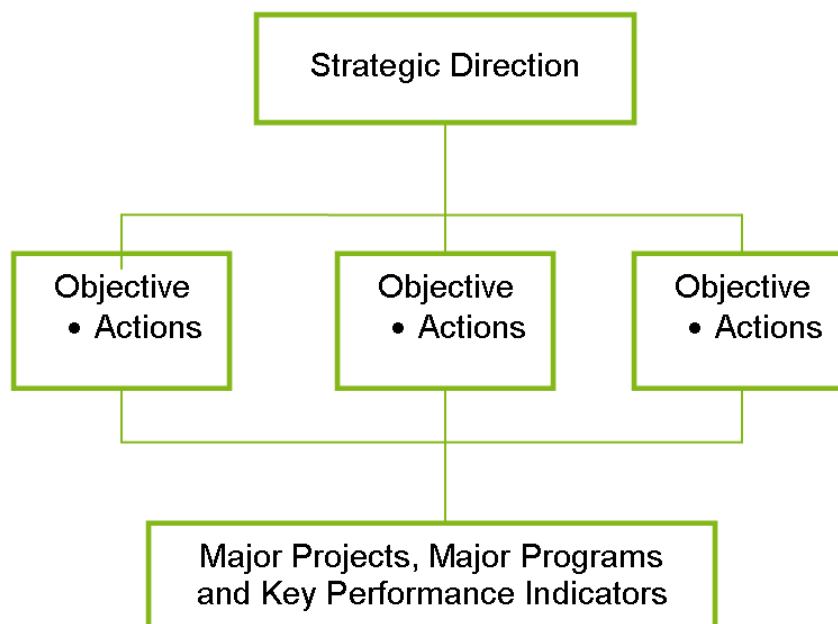
As an organisation we are working to extend our level of influence with other levels of government and major stakeholders to advocate for the policy and project ideas of *Sustainable Sydney 2030*. Only by all working together will *Sustainable Sydney 2030* be achieved.

The 10 Strategic Directions and the strategic Objectives and Actions set for each direction of *Sustainable Sydney 2030* provide the framework for this Corporate Plan.

- A globally competitive and innovative City
- A leading environmental performer
- Integrated transport for a connected City
- A City for walking and cycling
- A lively and engaging city centre
- Vibrant local communities and economies
- A cultural and creative City
- Housing for a diverse population
- Sustainable development, renewal and design
- Implementation through effective governance and partnerships

This framework drives the Major Projects, Major Programs and Service Area Measures which are the principal activities of the Corporate Plan.

Progress is measured against each Strategic Direction as a whole through the delivery of the identified projects and programs and the key performance indicators for the service areas.



Community Engagement

Sustainable Sydney 2030

The community engagement and consultation program for the development of *Sustainable Sydney 2030* was the most extensive in the City of Sydney's history. The consultation began in June 2007 and continued throughout 2008.

The City talked to a full spectrum of interested groups and individuals, including school children, young people, business leaders, artists, educators, community activists, residents, shop keepers, small businesses, councillors, church and sporting groups.

Some 12,000 people were directly consulted at more than 30 community forums. A further 4,000 people were directly consulted through City Talks and 2,000 gave comments on the 2030 Future Phone at public events, schools and educational institutions.

The Vision's public exhibition, held over six weeks at Customs House, attracted well over 50 per cent of the 157,000 visitors to the venue over that period. Information on the 2030 Vision project placed in 19 Council venues across the Local Government Area is estimated to have reached many of the 245,000 visitors to the venues. A City Talk to launch the Plan held in April 2008 was attended by 1,200 people.

The Lord Mayor, the City's Chief Executive Officer and officers provided a series of briefings for Local, State and Federal Government leaders and business executives.

Overall, the City's residential and business communities told us that they wanted an environmentally sustainable city; one in which people can feel at home and yet connected to the world; a city whose thriving economy positions it as a global centre of excellence, while supporting a rich and creative culture.

Aligning the Corporate Plan

Following the adoption of *Sustainable Sydney 2030*, the City of Sydney's Corporate Plan (the Council's Management Plan under the Local Government Act) was re-aligned to the directions and objectives of the strategy. The present Corporate Plan 2012-2015 is the third Corporate Plan published by the City which is driven by *Sustainable Sydney 2030*.

The present plan has been further refined to respond to recent legislative changes requiring an integrated planning and reporting framework for NSW local government. This is explained in more detail elsewhere. The Corporate Plan now forms a four year 'Delivery Program' for the longer term strategy, during the period of financial years 2012-2015. It is being publicly exhibited for community and stakeholder consultation and submissions. The annual Operational Plan and Budget which are also on exhibition form an annual instalment of the Corporate Plan for 2012/13.

City Engagement Now and Into the Future

Sustainable Sydney 2030 was the biggest public engagement project the City of Sydney has ever undertaken. Since then, we have continued to consult with residents and business owners regarding issues relating to our 2030 targets.

As a matter of course, we seek community input so that all our proposals and projects effectively respond to local needs. Plans are publicly exhibited and the community is encouraged to contribute feedback. We currently host about 50 public conversations a year, from City Talks to business forums, community meetings and public rallies. All public forums held by the City are set in a context of *Sustainable Sydney 2030* and include discussion of relevant strategies.

The City expects public consultation to continue apace as we look towards rolling out major projects such as our green infrastructure projects to make Sydney's energy, waste and water services more sustainable. The formal Delivery Program set by the City for *Sustainable Sydney 2030* in the next phase, up to 2015, will now be central to this ongoing conversation with the community.

While it is important to formally communicate to our community through these avenues, it is our community consultation happening behind the scenes which often goes unnoticed. We are consistently working towards new communications techniques and channels (such as new media and the internet) in a bid to make sure all voices are heard as we plan and develop all projects across the City, and that these voices represent our community values and needs.

As we implement *Sustainable Sydney 2030*, we continue to engage with community, local businesses and those stakeholders with an interest in the future of Sydney in new, engaging and exciting ways.

2030 Report Back to the Community

In July 2010, the City formally reported back to the community on what we had achieved in the first phase since the adoption of *Sustainable Sydney 2030*.

The City conducted a series of large community meetings and published a Green, Global and Connected Progress Report. The purpose of the report and the information sessions were to keep the community informed and involved in our work towards achieving our objectives identified in *Sustainable Sydney 2030*. It showed our community how *Sustainable Sydney 2030* had moved from a vision to a plan in progress, including what we had achieved to date including more than 60 initiatives already underway.

The City conducted a major report back to the community on our progress in July 2011. The theme remained **green**, **global** and **connected** and looked at our progress since July 2010. We shared with the community our achievements and the challenges we have faced and continue to face in a continued push to achieve our *Sustainable Sydney 2030* Plan and program. In addition to this report, the City also ran an extensive engagement program that included 10 village workshops, a resident survey, a customer satisfaction survey and targeted project consultation. The village engagement session outlined the 10 year financial commitments and achievements, specifically outlining the spending on the cycleway program and green infrastructure development.

Monitoring Progress

Monitoring of a sustainable Sydney requires a two tier process. First there is *Sustainable Sydney 2030*. As the Community Strategic Plan, this requires a monitoring report against broad sustainability indicators for the community and area as a whole. This is a higher level Sustainability Report that monitors everybody's contribution to a sustainable Sydney.

A major project is being undertaken to establish a comprehensive set of indicators for the City's community wellbeing across social, cultural, environmental, economic and democratic perspectives. Public and stakeholder engagement has been conducted to help develop a final set of indicators and measures to be presented to Council for endorsement. When endorsed, these Community Indicators will add an important new dimension to monitoring and reporting on Sustainable Sydney and to the evidence base for Integrated Planning and Reporting.

The Corporate Plan (the City of Sydney's 4-year Delivery Program) and annual Operational Plan are monitored through quarterly performance, financial and sustainability reports to Council, and the Annual Report. These reports provide details on our operational performance, and our progress towards the *Sustainable Sydney 2030*.



The City in profile

The area

The City of Sydney local government area covers approximately 26.15 sq km. It covers the Sydney Harbour foreshore from Rushcutters Bay to Glebe and Annandale in the west, Sydney Park and Rosebery in the South, and Centennial Park and Paddington in the east.

Within the City boundaries, waterways and some public areas are under the executive control of various State Government agencies including the Sydney Harbour Foreshore Authority, the Department of Transport, Sydney Ports Corporation, The Centennial and Moore Park Trust, the Royal Botanic Gardens and Domain Trust, Commonwealth Department of Defence, Redfern-Waterloo Authority and Barangaroo Development Authority.

The economy

The gross domestic product (GDP) of the City in 2010/11 was approximately \$100 billion. This represents 7.5% (nearly one twelfth) of the national Australian GDP, over 30% of the Sydney metropolitan area, and almost one-quarter of the entire state's GDP.

Importantly, the majority of this economic activity is in those industries which are dominant in the global economy, that is business and financial services, telecommunications, and creative industries. The City is the headquarters of almost 40% of the top 500 Australian corporations, and almost half of the regional headquarters of multi-national corporations in Australia.

The City is the workplace of 20% of the entire Australian finance sector; 13% of Australia's total Information, Media and Technology industry sector and 11% of national employment in creative and performing arts activity. This proportion is even greater in more specific industries, such as Internet Publishing and Broadcasting (44%).

City development

Within the City of Sydney local government area, there are more than 27,000 buildings and 19,700 business establishments. The quantum of constructed floor area measured in 2006 exceeded 47 million square metres. To accommodate strong residential and employment growth, the City receives approximately 2,400 development applications per annum, with 95% of applications typically approved. The value of developments fluctuates according to economic conditions and the impact of individual high expense projects which create value peaks. The City of Sydney has recovered strongly from the Global Financial Crisis in 2009/10. Based on current industry mix, the economic growth of the City has returned to a level exceeding the Australian average after trailing the rest of Australia in the early part of 2009.

The residents

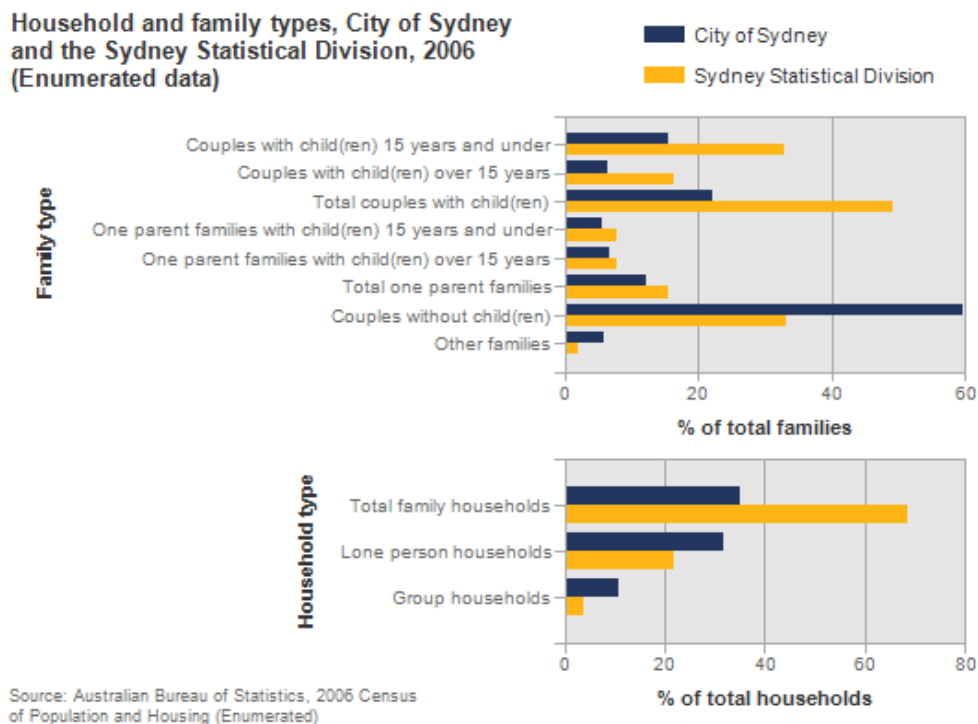
The City of Sydney is currently home to over 185,000 people (as at June 2011), of whom one third were born outside Australia, almost one quarter in non-English speaking countries.

Over the ten years from 2001 to 2010, the City of Sydney recorded both the largest residential population growth (52,500) and fastest rate of growth (40.5%) of any local government area in NSW. It is anticipated that the population will rise by a further 15,000 in the next four years.

On the whole, the City is an area of relative advantage, with higher than average incomes, more people with university degrees than is usual in Sydney, and more people working as managers and professionals. However, we need to be careful that this does not hide the disadvantage that does exist. The City does have some areas with high concentrations of households on low or very low incomes.

We have far fewer people than average who own or are purchasing their own homes, and a much higher percentage of people renting than is usual in Sydney. This goes hand-in-hand with the very high number of people aged between 18 and 34, high number of people living alone, and low number of families with children.

City of Sydney residents have far fewer cars than the Sydney average, with almost one third of households having no car at all, and a further one third having only 1 car. One quarter of our working population walk to work.



The visitors

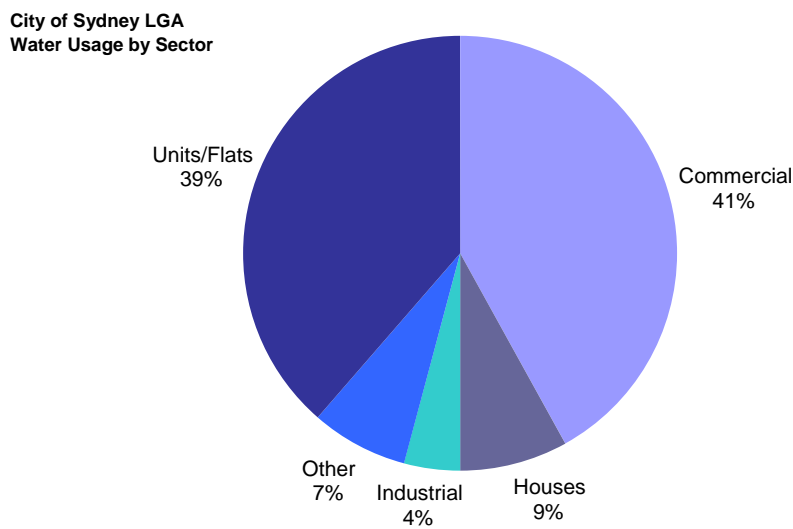
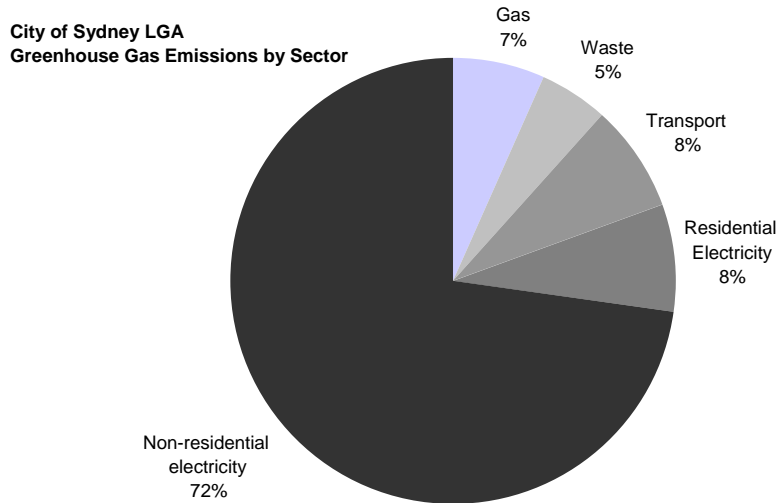
The City receives approximately half a million visitors every day, to shop, play or see the sights. On any one night, more than 27,000 visitors are staying in hotel accommodation in the City.

The environment

Given its position as the economic and cultural heart of the Sydney metropolitan area, the City is highly urbanised, with in excess of 17 million square metres of floorspace allocated for business, and a resident population density of approximately 6,740 persons per square kilometre.

Climate change is a major issue that has implications for the environment, human health and economic prosperity. Australia produces 2% of the world's greenhouse emissions, which on a per capita basis puts us in the top five polluters. The City of Sydney local government area produces around 1% of Australia's emissions, and City of Sydney operations contribute around 1% of the overall local government area emissions.

The City must stabilise and reduce its greenhouse gas emissions and mitigate the unavoidable impacts of climate change. As manager of Australia's largest central business district, the City of Sydney has a responsibility to adopt a lead role in rapidly reducing environmental impacts.



The City borders Sydney Harbour in the north, one of the most beautiful natural harbours in the world and home to a variety of marine life. While in recent years we have seen whales return to the harbour, and oysters are now again found west of the harbour bridge, water pollution is still a major environmental issue.

The City has some of the most magnificent parklands in Sydney, including Centennial Park and Moore Park, as well as wetlands in Sydney Park and Federal Park. These areas are home to a variety of native flora and fauna, including birds and marine life. For an urban environment, there is a surprising amount of native biodiversity in the local government area.

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The Council

Lord Mayor Clover Moore

Clover Moore was elected Lord Mayor of Sydney in March 2004 and was re-elected in September 2008 with any increased mandate. She is the first popularly elected Lord Mayor of Sydney.

Clover is also Member for Sydney, and has been elected or re-elected to the NSW Parliament seven times. She was previously member for Bligh between 1988 and 2007.

Throughout her public life, Clover has pursued better residential and urban amenity, increased open space, improved public transport, action to protect our environment and address climate change, appropriate sustainable development, open and accountable government, and social justice. She is often the lone voice in public office promoting animal welfare.

Under Clover's leadership, the City of Sydney is implementing Sustainable Sydney 2030, the City's strategic plan to secure Sydney's future as a competitive global city and one of the world's leading green liveable cities. Sustainable Sydney 2030 will secure the City's green future by reducing emissions, adopting alternative forms of energy and diversifying transport.

Clover has also led a Council that has delivered award winning facilities promoting design excellence and sustainability, expanded opportunities for culture and the creative industries, and initiated progressive solutions to complex social problems.

Clover chairs the Central Sydney Planning Committee and the Sydney Festival Board. She represents Sydney on the global C40 Cities Climate Leadership Group.

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Deputy Lord Mayor Councillor Robert Kok

Councillor Kok was unanimously elected Deputy Lord Mayor on 19 September 2011.

Robert Kok was born in Kuala Lumpur and migrated to Australia with his family in 1987.

After graduating from Macquarie University with a BA degree in Environmental & Resource Management, and completing a Post Graduate degree in Law at Bond University, Robert practises as a solicitor specialising in property, commercial, business and migration law.

His commitment to further strengthening the vibrant relationship between the City and our Asian communities is reflected in his support of the Chinatown Improvement Plan. This is an important project endorsed by Council in the City Central Local Action Plan. He is also a strong advocate for the City's business communities, and revitalising our retail precincts.

As a past President of the Australian Chinese Community Association of NSW, the largest Chinese community association in NSW, Robert has gained a strong understanding of the needs of the Chinese community.

He has also chaired the City's Chinese New Year Festival Committee for the past three years, and was previously Chair of the Chinatown Cultural Advisory Committee.

Robert supports implementing the City's Sustainable Sydney 2030 vision, showing particular interest in the linking of the CBD to the Harbour and the City's southern areas.

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Councillor Phillip Black

Phillip Black is a Surry Hills businessman in the tourism industry. Originally, he trained and worked as a geologist.

Phillip is committed to independent politics and assisting people who live and work in the City of Sydney to voice their concerns and to achieve their aspirations for the future of our city through the Sustainable Sydney 2030 vision.

Although the future progress and development of our city is foremost in his mind, he believes that our past should inform our present and future.

In 1993 Phillip helped establish the South Sydney Heritage Society. He is currently a Governor of the Centennial Parklands Foundation, and was formerly a Trustee for the Centennial Park and Moore Park Trust and Councillor on the Royal Australian Historical Society. Phillip has long advocated the protection of Sydney's built heritage and open space and he was awarded the Centenary Medal in 2001.

Phillip served as Deputy Lord Mayor 2009-10, chaired the Sydney Town Hall Advisory Group during the building upgrade 2006-09 and chairs the Sydney Town Hall Curatorial Committee and the Harold Park Trams Working Party. He is the Council representative on the Dictionary of Sydney Trust board and the Sydney Community Foundation board and represents the Lord Mayor on the Anzac Memorial Trust and the NSW Centenary of Anzac Commemorative Committee and the Australia Day Regatta Advisory Council.

Phillip is an advocate for the promotion of City culture, arts and tourism and committed to being a voice for our gay, lesbian, bisexual and transgender communities and further strengthening Sydney's international reputation as a city of freedom, peace, diversity and tolerance. Forming international partnerships with other cities is, for Phillip, the key to global understanding and the promotion of goodwill and harmony to globally meet the challenges of the 21st Century.

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Councillor John McInerney

John McInerney is an Architect and Town Planner with special interests in transport and heritage. He is a past National President of the Planning Institute of Australia and former Manager of Planning for the City of Sydney and City of Melbourne. John is committed to overhauling city planning instruments, developing his concept of "Sydney a City of Villages" and implementing an integrated transport strategy with emphasis on light rail and pedestrian/bike paths.

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Councillor Di Tornai

Di Tornai has an extensive background in regional development and community capacity building. Contributions to social and economic networks have involved representation on numerous industry focus groups, government roundtables and task forces at both the State and Federal Government levels. Her experience in the administration and marketing of small and medium sized business enables her to contribute towards the economic development of the City.

As a local businesswoman, Di operates a management consultancy working with residents and owners corporations of strata-titled residential developments with the view to enhance the position of this considerable group as this City grows and renews its built environment.

Di is committed to offering leadership at the local level to encourage residents to further improve their own greenhouse footprint and is a strong supporter of strategies to make Sydney a more liveable city where public space is shared equitably with pedestrians and cyclists.

Di is a member of the Central Sydney Planning Committee, Chair of the Local Pedestrian Cycling and Traffic Calming Committee (LPCTCC) as well as Deputy Chair of the Major Development Assessment Sub-Committee.

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Councillor Chris Harris

Chris Harris is the first Greens representative elected to the City of Sydney Council. He comes from a small business background and has a history of involvement in community campaigns seeking to advance the interests of the community against developers. As a City Councillor, Chris will focus on the continued fight against overdevelopment via the strengthening and enforcement of planning controls, the provision of effective and well-resourced community services and real advances in environmental care.

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Councillor Irene Doutney

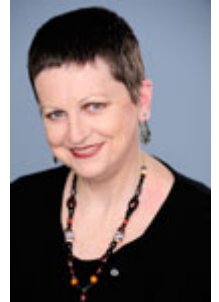
Irene is one of two Greens members elected to the City of Sydney Council. She is a public housing tenant in Redfern and community activist involved with local residents groups and community development.

At present she is working as a volunteer researcher for Greens MP David Shoebridge. In the past she has been a member of the Factory Community Centre management committee and involved with the resident action group REDwatch. Irene has a Diploma in Fine Art and BA in History which she has put to good use working for the Powerhouse Museum and in the theatre.

Irene is committed to helping those within the City who are being left behind by urban growth and development. During her time as Councillor she will concentrate on social justice issues and seek to improve conditions for public housing tenants, our Aboriginal communities, seniors and the disabled, as well as working with the GLBT community to halt homophobia on our streets.

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Councillor The Hon Dr Meredith Burgmann

Meredith is an academic, political activist and Labor Member of Council.

She was active in the early environmental movement and wrote her PhD and a book on Green Bans and Resident Action Groups. Meredith is also a long-time Civil Libertarian and activist for GLBT rights - she marched in the first Mardi Gras back in 1978.

Over the years she has held significant political positions, including time as a Labor Member and President of the Legislative Council of NSW. She was also President of the Academics Union and a founding member of the National Pay Equity Coalition and the Ernie Awards for Sexist Remarks.

During her time as a Councillor she wants to concentrate on heritage and climate change issues, especially the retrofitting of past carbon criminals (the skyscrapers of last century). She also sees homelessness, the marginalised and disadvantaged as crucial issues for the City of Sydney.

Meredith believes that Reconciliation and rights for Indigenous Australians are the most important issues for Australia today.

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Email: mburgmann@cityofsydney.nsw.gov.au



Councillor Shayne Mallard

Shayne Mallard was first elected to Council in July 2000. He is currently the longest serving Councillor on the Council having been first elected to the former South Sydney Council. He has served two terms on the Council of the City of Sydney and is the first City of Sydney Councillor endorsed by the Liberal Party.

Shayne is concerned to maintain Sydney's international competitive advantages of a vibrant workforce coupled with a dynamic and energetic city. He sees strengthening Sydney's global city status as vital to the City's success and the prosperity of the businesses, workers and residents of the City. Shayne works hard to cut red tape and remove unnecessary barriers to running a business or living in the City of Sydney.

An environmentalist from his earliest memories, Shayne supports initiatives that responsibly balance environmental concerns with the success of the City. He has taken a great interest in developing and protecting the City's parklands and precious open spaces. He has also been a strong advocate for community gardens and the expansion of tree plantings in the City.

As a well known civil libertarian, Shayne has been instrumental in establishing recognition of same-sex relationships and maintaining oversight of policing and the City's CCTV network. He has extensive networks in many of the diverse multi-cultural communities that make up the City's community including Turkish, Jewish, Chinese and Korean communities. With a degree in Australian History he is also keen to ensure preservation of the City's quality heritage for future generations.

Shayne has a strong background in government policy with a 20 year career as a political and corporate affairs advisor. He is currently a director of a public affairs agency and also a director of a catering company with his partner.

Shayne was born in 1964 and lives with his partner in Alexandria. He is an enthusiastic gardener and enjoys urban cycling for recreation.

Tel: 02 9265 9148

Email: smallard@cityofsydney.nsw.gov.au



Council and Committee meetings

The City of Sydney Council has five Committees. These are:

| Committee | Responsibilities |
|---|--|
| Corporate Finance, Properties and Tenders Committee | All matters directly related to finance, properties, governance, industrial relations and tenders |
| Environment and Heritage Committee | Parks and open spaces, graffiti removal, history and heritage projects and other environmental issues within the City of Sydney local government area |
| Cultural and Community Services Committee | Arts, events programs, community housing and other cultural and community issues |
| Planning, Development and Transport Committee | Design of City of Sydney projects, transport and access initiatives, urban infrastructure and consideration of development applications |
| Central Sydney Planning Committee | Established by the State Government in September 1988 to exercise the functions of the City Council in relation to the determination of applications for major developments over \$50 million, and the development of Local Environment Plans. |

All committees, except for the Central Sydney Planning Committee (CSPC), are made up of all Councillors and meet on a three weekly cycle on Monday afternoons the week before each Council meeting. The Corporate, Finance, Properties and Tenders Committee convenes at 2pm. This is immediately followed by the Environment and Heritage Committee, then the Cultural and Community Committee. The Planning, Development and Transport Committee commences at 4.30pm and development applications are not considered before 6pm. The CSPC meets the Thursday preceding Council meetings.

Four times a year the meetings commence at 1pm to enable the Corporate, Finance, Properties and Tenders Committee to consider the Corporate Plan and Budget Quarterly Performance Report.

The Committees provide recommendations to Council, which generally meets the week immediately following the Committee meetings. Council considers the recommendations of the Committees and the decisions of Council are known as 'resolutions'.

The CSPC was established by the State Government in September 1988 under the City of Sydney Act. The Act states that the City Council must not prepare a Local Environmental Plan unless it has been approved by the CSPC. City of Sydney staff therefore report each of the plan making steps prescribed in the Environmental Planning and Assessment Act to both the CSPC and Council for endorsement. The CSPC is also the determining authority for major developments worth more than \$50 million,. There are seven members of the CSPC, the Lord Mayor, two City of Sydney Councillors appointed by the Council, and four people appointed by the State Minister for Planning.

All Committee and Council meetings are open to the public.

To find out about meetings contact Manager Governance on 9265 9333.

Agendas and minutes of all Council and Committee meetings are available on our website.

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The City of Sydney

Access and Equity Statement

Diverse communities live and work in and visit Sydney. The Council of the City of Sydney values and respects its multicultural society, the diverse traditions, religious and spiritual practices, languages, abilities, sexual orientations and lifestyles of the people who make up Sydney.

The City of Sydney appreciates the contributions made by all people and believes that this diversity strengthens Sydney.

The City recognises the dignity and worth of all people by equitably treating communities and employees, fairly providing services, facilities and public spaces, by consulting with communities and making sure everyone can participate in decision-making.

We provide both broad-based and targeted services and programs to ensure that all members of the community have equal opportunity to develop to their full potential and take an active part in community and social life.

The City works with communities to eliminate discrimination and disadvantage and to promote relationships that are based on understanding and respect. The City is working to achieve 'relative equality' for the benefit of everyone.

The City is creating an environment of equality for all people regardless of their race, ancestry, place of origin, ethnic origin, (dis)ability, citizenship, creed, sex, sexual orientation, gender identity, same sex partnership, age, marital status, family status, immigrant status, receipt of public assistance, political affiliation, religious affiliation, level of literacy, language and/or socio-economic status.

Aboriginal and Torres Strait Islander Statement

The Council of the City of Sydney acknowledges Aboriginal and Torres Strait Islander peoples as the traditional custodians of our land - Australia. The City acknowledges the Gadigal of the Eora Nation as the traditional custodians of this place we now call Sydney.

In 1788, the British established a convict outpost on the shores of Sydney Harbour. This had far reaching and devastating impacts on the Eora Nation, including the occupation and appropriation of their traditional lands.

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

The Council of the City of Sydney recognises that, by acknowledging our shared past, we are laying the groundwork for a future which embraces all Australians, a future based on mutual respect and shared responsibility for our land.

There are many sites across our local government area with historical and cultural significance for Aboriginal and Torres Strait Islander communities.

The City of Sydney works with, and has achieved much with, Aboriginal and Torres Strait Islander people and the City's Aboriginal and Torres Strait Islander Advisory Panel, consistent with the Principles of Cooperation signed between the City of Sydney and the Metropolitan Aboriginal Land Council in 2006. The City is deeply committed to Reconciliation in partnership with its Aboriginal and Torres Strait Islander peoples.

Sustainable Sydney 2030 recognises Sydney's Aboriginal heritage and contemporary Aboriginal and Torres Strait Islander cultures. The Aboriginal and Torres Strait Islander communities in the City were extensively consulted for Sustainable Sydney 2030. The City of Sydney is committed to acknowledging, sharing and celebrating a living culture in the heart of our city.

Sustainability Statement

The Council of the City of Sydney is committed to securing Sydney's future, its prosperity and liveability. The City defines sustainability, in keeping with the Brundtland Report of 1987, as *meeting the environmental, social and economic needs of the present without compromising the ability of future generations to meet their own needs*.

The City recognises the importance of an enduring, balanced approach which takes into account the City's economy, ecology, society and culture. We are addressing each with bold ideas and good governance. The results mean better outcomes now and in the future, for everyone.

The *Sustainable Sydney 2030* Plan is for a Green, Global, and Connected City.

GREEN with a minimal environmental impact, green with trees, parks, gardens and linked open spaces, green by example and green by reputation.

GLOBAL in economic orientation, global in links and knowledge exchange, global and open-minded in outlook and attitude.

CONNECTED physically by walking, cycling and high quality public transport; connected 'virtually' by world-class telecommunications; connected communities through a sense of belonging, contribution, social well being and equality; and connected to other spheres of government and to those with an interest in the City

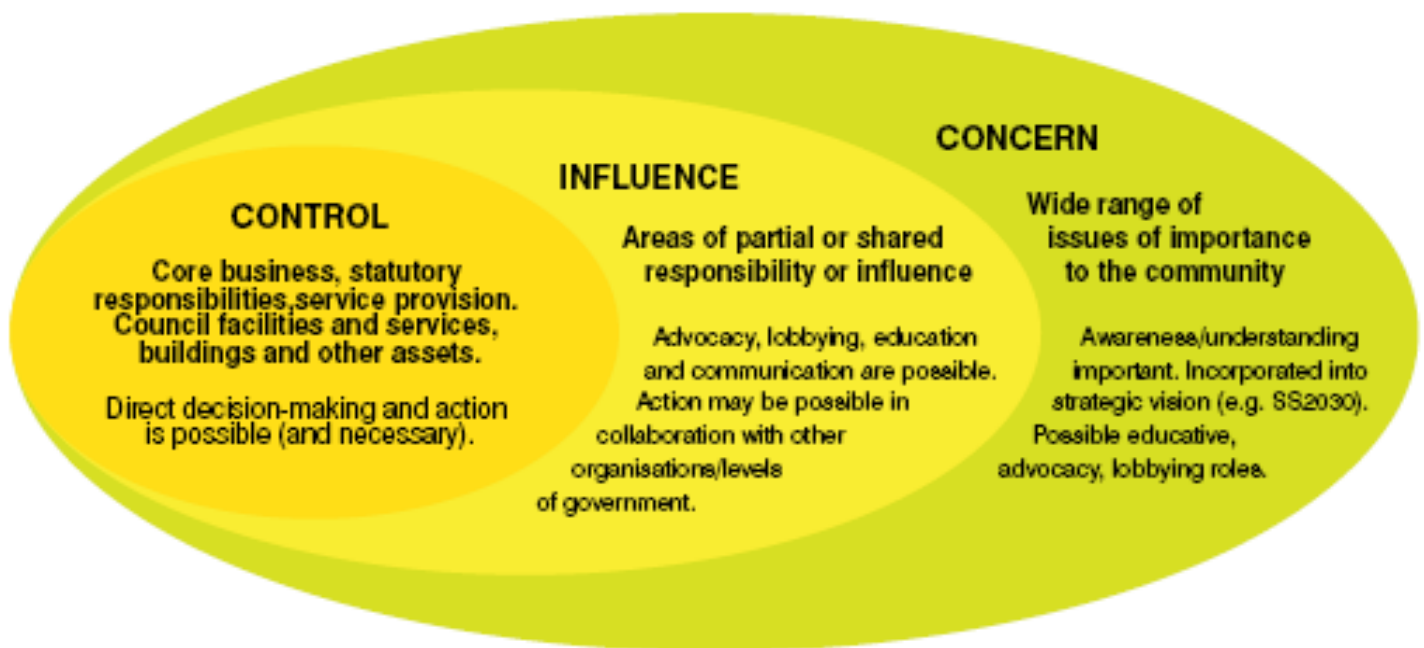
The City of Sydney's Role and Responsibilities

The City of Sydney, as a local government organisation is governed by the requirements of the Local Government Act (1993) and Regulations, the City of Sydney Act (1988) and other relevant legislative provisions and is responsible for administering its local government area.

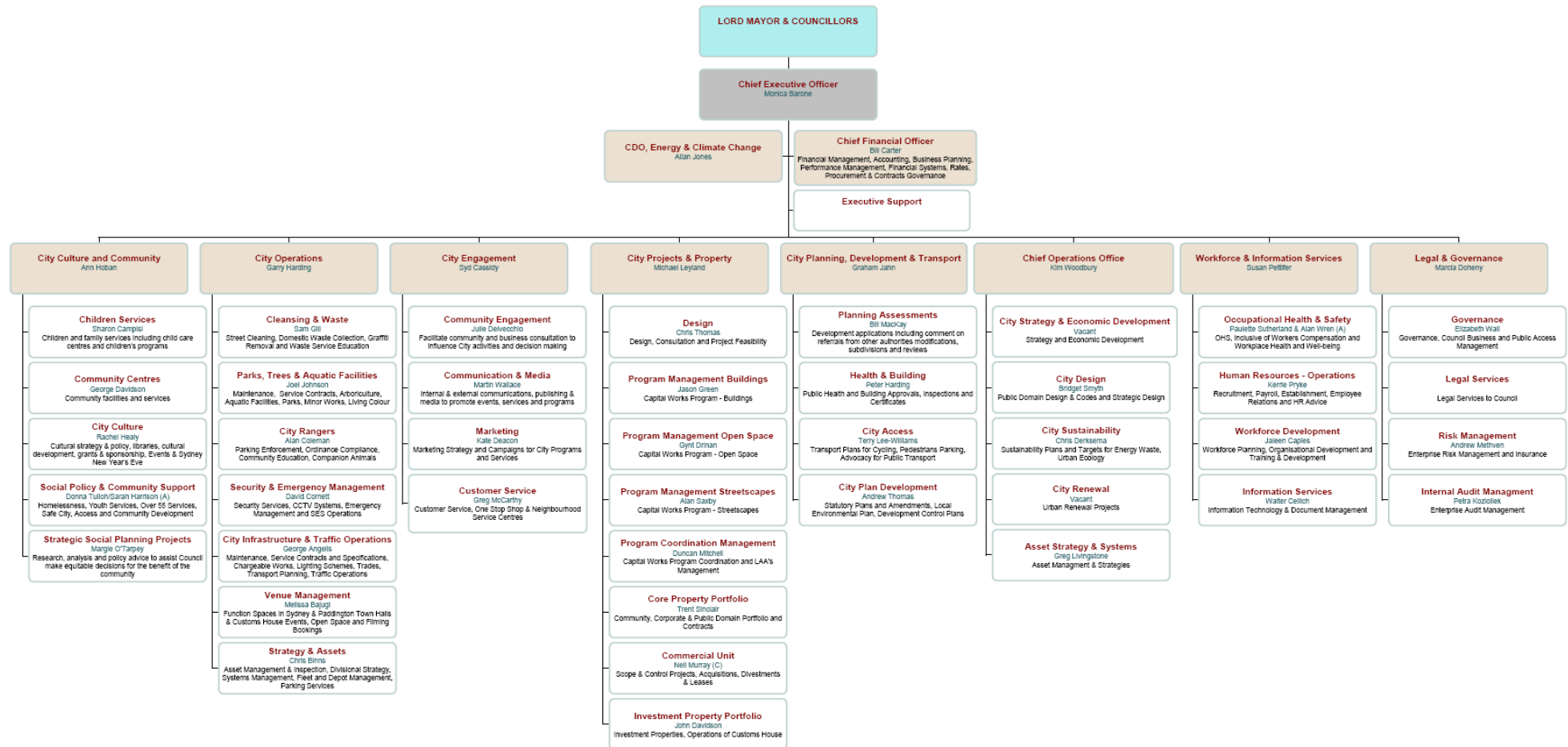
The Local Government Act includes the Charter, which identifies the matters councils need to consider when carrying out their responsibilities. While following this Charter, in reality councils have a range of roles – as a leader, service provider, regulator, advocate, facilitator and educator. Councils have a responsibility to formulate and pursue their community's visions and ideas, provide civic leadership, deliver 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 which councils can choose to make available. Many services are also provided by different state and federal agencies, such as public transport, hospitals, and education. There are new policy approaches that influence or direct Council's responses, and legislation that affects the provision of current services. Council's roles extend beyond the direct provision of services to advocating for an equitable allocation of resources from the state and federal governments, and demonstrating, as a leader, its journey towards a more sustainable City.

In following the directions of *Sustainable Sydney 2030* and striving to achieve its objectives, there are limits to what Council alone can control or even influence. As indicated by the diagram below, however, the City of Sydney like *Sustainable Sydney 2030* itself is concerned with the full range of issues which affect the wellbeing of the City and its communities.



ORGANISATIONAL STRUCTURE and SENIOR EXECUTIVE



| Office of the Chief Executive Officer – CEO Monica Barone | |
|--|---|
| Executive Support <i>Manager - Leander Klohs</i> | Supports the CEO in delivering special projects and maintaining key relationships. Provides support to the Executive, Lord Mayor and Councillors. |
| CDO, Energy & Climate Change <i>Manager - Allan Jones</i> | Allan Jones is Chief Development Officer, Energy and Climate Change. He brings his expertise to Sydney to work on a number of energy and climate change projects and advises on the delivery of the climate change targets in <i>Sustainable Sydney 2030</i> , in particular on green transformers or trigeneration and other green infrastructure. Mr Jones will oversee the decentralised energy master plans and look to develop an implementation framework for this process. He will also oversee the implementation of early projects to tackle climate change. |
| Chief Operations Office – Chief Operating Officer Kim Woodbury | |
| City Strategy & Economic Development <i>Vacant –</i> | Provides new policy, strategy and research for the City to support the sustainable economic development and productivity of the City Centre and the Villages, including maintaining a high-quality city research and statistical service, and supporting local business partnerships. |
| City Design <i>Manager - Bridget Smyth</i> | Develops an urban design framework, strategies and projects for the City, provides urban design advice on a range of projects, both public and private, and advocates design excellence for the City's public domain and built environment. Manages City of Sydney's external Design Advisory Panel and Public Art Committees. |
| City Sustainability <i>Manager - Chris Derksema</i> | Develops strategy, policy and programs to improve the environmental performance of City of Sydney and its community. Works with key internal and external stakeholders to develop, implement, monitor and report upon environmental issues. Coordinates actions and targets for City of Sydney's environmental and climate change action plans. |
| City Renewal <i>Vacant</i> | Facilitates urban renewal outcomes in line with the <i>Sustainable Sydney 2030</i> vision and ensures integration with broader Council initiatives (e.g. Harbour North Village Centre and its relation to Barangaroo); coordinates implementation of special projects (e.g. Laneway revitalisation); responds to Government urban projects as they arise (e.g. Bays Precinct); and supports other Council business units in urban renewal and special projects. |
| Asset Strategy & Systems <i>Manager - Greg Livingstone</i> | Develops, implements and maintains the City's asset management policies, strategies and systems including the corporate software. |
| Finance – Chief Finance Officer Bill Carter | |
| Finance <i>Manager - Bill Carter</i> | Financial management of the City's activities, developing the City's Corporate and Financial Plan including the annual budget and fees and charges, and forward business planning to ensure the City's long term financial sustainability. Statutory financial reporting, funds management, financial operations and systems, administration of rates, procurement and tendering, and governance of the City's contract management performance. |
| Workforce & Information Services – Director Susan Pettifer | |
| Workforce Development <i>Manager - Jaleen Caples</i> | Develops and delivers strategic functions to support the City's workforce including workforce planning and organisational development. Manages and coordinates the City's learning and development programs for all staff. |
| Occupational Health & Safety <i>Manager - Paulette Sutherland / Alan Wren (A)</i> | Manages the City's Occupational Health & Safety program. Coordinates and manages injury management, workers compensation and the City's health and wellbeing program. |
| Human Resources - Operations <i>Manager - Kerrie Pryke</i> | Manages Human Resources functions including recruitment, performance management, payroll and industrial relations. |
| Information Services <i>Manager - Walter Cellich</i> | Delivers information systems strategy, policy and implementation, including business information systems, information technology, document management and archives services. |

| Legal & Governance – Director Marcia Doheny | |
|--|--|
| Legal Services <i>Manager - Paul Kapetas, Mary Snell and Jemille King</i> | Provides legal advice on a wide range of Council activities including projects, events, construction, workforce issues, property, planning, compliance, and procurement matters. Represents the City of Sydney in planning appeals, commercial and other disputes, and prosecutes non-compliance with building, health and planning laws. |
| Governance <i>Manager - Elizabeth Wall</i> | Manages Council business, committees and meetings and provision of support to the Councillors. Administration of the Government Information (Public Access) Act and state and federal privacy legislation. Is responsible for the implementation and monitoring of good governance practices at the City. Also undertakes fraud prevention activities and initial investigation into complaints relating to fraud or corruption or complaints made in accordance with the Code of Conduct. |
| Risk Management <i>Manager – Andrew Methven</i> | Implements and supports enterprise risk management and compliance , including compliance and risk management processes and systems, management of the insurance portfolio and administration of claims and below excess losses throughout the organisation. |
| Internal Audit <i>Manager – Petra Koziollek</i> | Manages the internal audit function and undertakes secretariat tasks for Council's Audit Risk & Compliance Committee. Is responsible for providing objective assurance on governance, risk management and control processes as well as consulting services to improve operations. |
| City Operations – Director Garry Harding | |
| Strategy & Assets <i>Manager - Chris Binns</i> | Responsible for a range of cross-divisional and intra-divisional support functions, the unit plans and implements divisional asset management and business systems and provides proactive asset inspection services. The unit also manages parking meter operations and off-street parking facilities such as the Goulburn Street and Kings Cross Car Parks, operational depots, a road materials recycling facility and the City's diverse range of fleet and plant resources. |
| City Rangers <i>Manager - Alan Coleman</i> | Ensures compliance with a range of acts, legislated codes, policies and Council approvals through a programme of regular inspection, investigation, community education and enforcement activities. Develops and implements strategies and policies to improve the amenity in the public domain, and to promote responsible pet ownership. |
| Parks, Trees & Aquatic Facilities <i>Manager - Joel Johnson</i> | Manages and maintains public parks, trees and aquatic facilities to ensure they are safe, functional and pleasant to use. Develops and implements best practice policies and services to enhance the quality of the public domain, as well as park and recreation experiences. |
| Cleansing & Waste Services <i>Manager - Sam Gill</i> | Keeps the city streets clean of litter and graffiti, and provides an extensive range of waste and recycling services to residents. Develops and implements policies, educational programs and infrastructure to support the community to reduce the amount of waste sent to landfill. |
| Security & Emergency Management <i>Manager - David Cornett</i> | Protects the City's assets, and users of the assets, by way of alarm and monitoring systems, security patrols, access systems and human security resources. Emergency management, including the development of emergency response guidelines, crisis management planning, and community emergency preparedness programs. Manages the City of Sydney Street Safety Camera Program. Provide business support for City of Sydney SES operations. |
| City Infrastructure & Traffic Operations <i>Manager - George Angelis</i> | Maintains and enhances civil infrastructure assets. The core functions are: developing public domain plans and specifications; delivering civil infrastructure design, construction, maintenance and asset management services for a range of assets; and implementing traffic and pedestrian schemes to achieve improved accessibility throughout the city. |
| Venue Management <i>Manager - Melissa Bajugi</i> | Manages the Sydney Town Hall, Paddington Town Hall, Barnet Long Room and the City's parks and open spaces for activities such as special events, meetings, concerts and filming. Manages the Civic Functions support services for the Lord Mayor and Councillors, including the Civic meeting rooms, official driving, events, catering, and security. |

| City Culture and Community – Director Ann Hoban | |
|--|---|
| City Culture <i>Manager – Rachel Healy</i> | Develops Cultural Strategy. Provides history research and publications, curation of the Town Hall Collection, cultural development and liaison including provision of creative spaces, and support for events. Provides nine libraries to promote life-long learning, children’s school holiday programs and a home library delivery service. Manages Grants and Sponsorship Programs including cultural, community, environmental, heritage, history publication, community festival, major festival and accommodation grants. |
| City Communities <i>Manager - Tye McMahon</i> | Community development, and direct community services to ensure a safe, diverse, tolerant, inclusive and responsive city. Provides a coordinated response to address homelessness. Delivers specialist services to people who are homeless, people over 55; youth; people with disabilities; and culturally and linguistically diverse communities. |
| Children’s Services <i>Manager - Sharon Campisi</i> | Operates one long day care centre, an occasional care centre, two kindergartens, and six after school/vacation care services. Council has a further 22 facilities that it leases to other providers for long day care, pre-school, outside school hours care and early childhood health centres. |
| Social Strategy <i>Manager - Vacant</i> | Develops Social Strategy, provides research, analysis and policy advice to assist Council to make integrated and equitable decisions for the benefit of the community, especially in relation to major urban renewal centres. Develops Village Plans. |
| Community Centres <i>Manager - George Davidson</i> | Managing the provision of community facilities and services that enhance the quality of life of all by providing accessible, quality, safe, needs-based and multifunctional spaces and programmes for people to come together for social, cultural, education, recreation, and civic activities. |
| Late Night Economy & Safe City <i>Manager – Suzie Matthews</i> | Develops and delivers new strategic policy, research and projects regarding crime, community safety, late night economy, gay and lesbian community, illicit drug use, alcohol, sex industry and public housing. Provides proactive and reactive issues management. |
| City Planning, Development & Transport – Director Graham Jahn | |
| City Plan Development <i>Executive Manager - Andrew Thomas</i> | Provides research and strategic advice for statutory land-use planning through development of Local Environmental Plans (LEP), Development Control Plan (DCP) and supporting amendments, policies and guidelines. |
| Planning Assessments <i>Manager - Bill MacKay</i> | Assessment of development and subdivision applications and Part 5 assessments under the Environmental Planning and Assessment Act, footway approvals under the Roads Act, Land and Environment Court appeals, advice to State Government on applications under its jurisdiction, advice and reporting to Council and Central Sydney Planning Committee on development matters. Joint ‘gateway’ review with City Plan Development of proposals to amend Local Environment Plans and Development Control Plans. Development of strategic initiatives and review of spatial planning proposals. |
| City Access & Transport <i>Executive Manager - Terry Lee-Williams</i> | Develops transport strategies to support the economic and environmental objectives in <i>Sustainable Sydney 2030</i> . Leads the development of evidence, and uses that evidence to influence key decision makers across the public and private sectors. Sets the policy and strategy frameworks to guide investment in cycling, walking, car share, electric vehicles, light rail, buses, parking and private car use. Leads the development of village level packages of transport sustainability, safety and amenity measures for delivery by Council. |
| Health & Building <i>Manager - Peter Harding</i> | Regulates public health premises, including cooling towers, beauty salons, skin penetration premises, sex industry premises, food premises, boarding houses, backpackers, public swimming pools and spas within the City to ensure a high standard of compliance through monitoring and enforcement of health legislation. Investigates and regulates environmental health complaints, land contamination concerns, noxious weeds and pest species. Issues building related approvals and undertakes inspections of buildings to ensure that construction works comply with the Building Code of Australia and development consents. Investigates and ensures compliance for matters relating to the fire and structural safety of buildings, unauthorised building works, use of premises, licensed premises and building sites. |

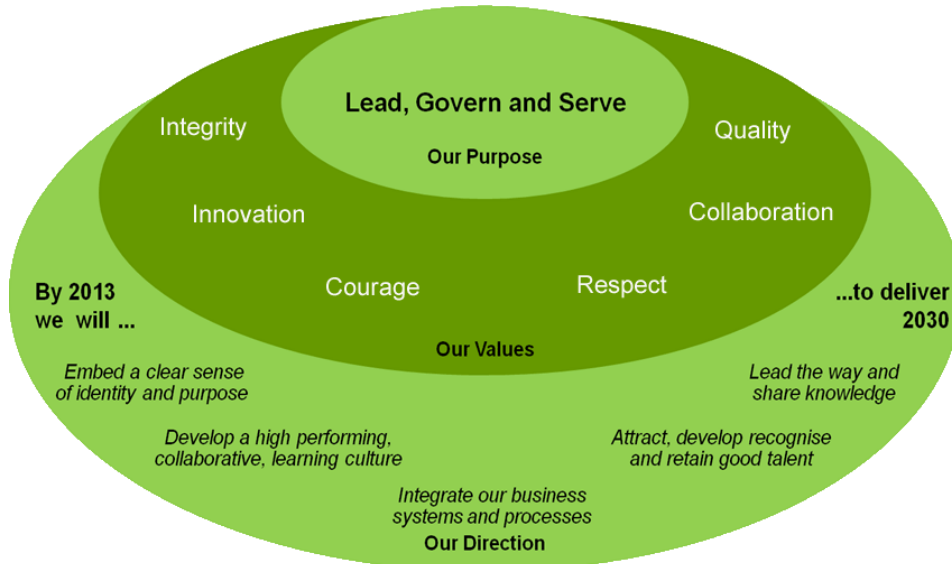
| City Engagement – Director Syd Cassidy | |
|---|---|
| City Conversations <i>Manager – Julie Grimson</i> | Engages the citizens of the city through the provision of opportunities for inspiration, participation, empowerment, debate and learning. The unit highlights significant issues at a global, national and city level and engages key stakeholders to strengthen new and existing relationships, encourage broad endorsement of <i>Sustainable Sydney 2030</i> and its projects and maintain enthusiasm for implementation through partnerships. |
| Communication & Media <i>Manager - Martin Wallace</i> | Uses communication and media to affect change within Sydney's many communities to help achieve the goals of <i>Sustainable Sydney 2030</i> . Produces communication materials for residents, businesses and visitors on the City's initiatives, services and projects. Works closely with media to generate understanding and knowledge of the City's activities and plans. |
| Marketing & Design <i>Manager - Kate Deacon</i> | Develops marketing strategies, plans and creative campaigns for the online and offline promotion of the extensive range of facilities, programs and services available for residents, businesses and visitors. Works closely with the strategy unit and other government agencies and industry associations to position and promote Sydney as a global city. Plans and manages all advertising programs. Responsible for all City brands, graphic design and creative services servicing the entire organisation. |
| Customer Service <i>Manager - Greg McCarthy</i> | Manages the day to day relationship between the City and its customers. Operation of the City's call centre, four service centres across the local government area, three tourism information kiosks, and Town Hall House concierge. Responsibility for managing correspondence processes and driving ongoing customer service improvements across the organisation. |
| Strategic Community Consultation <i>Manager - Yvette Andrews</i> | Develops and implements community engagement plans with project teams across the organisation to enable public participation in the decision making process. Ensures consistent, high quality and innovative community consultation and stakeholder engagement within an organisation-wide framework. |
| Cycling Hot Team <i>Manager – Maria Pavlides</i> | A multi disciplinary team that supports the development and implementation of the City's cycling network by planning and coordinating a variety of social initiatives including community engagement, marketing, communications, road safety and behaviour changes programs. |
| City Projects & Property– Director Michael Leyland | |
| Design <i>Manager - Chris Thomas</i> | Responsible for the feasibility, consultation, design and documentation of Council's buildings, community facilities, parks, streetscapes, laneways and cycleway program projects. Ensures that projects meet highest quality design, sustainability, construction, functionality, and operational outcomes. Curates City of Sydney's public art strategy, temporary public art programs and public art conservation program. |
| Program Management Buildings <i>Manager - Jason Green</i> | Ensures contract management and delivery of the capital works programs for building facilities and local village centre improvements |
| Program Coordination Management <i>Manager -Duncan Mitchell</i> | Coordinates resourcing, planning, scheduling, reporting, administration and financial management of the capital works program. Delivery of the City's Local Action Plan strategy including: project coordination and consultation; project brief preparation and the accompanying Matching Grants Program. |
| Program Management Open Space <i>Manager – Gynt Drinan</i> | Ensures that projects meet high quality design, sustainability, construction, functionality, contract management and delivery of the capital works programs for open space and parks; local village centre improvements and upgrade of laneways and squares. |
| Program Management Streetscapes <i>Manager – Allan Saxby</i> | Responsible for the delivery of the City's cycle ways, streetscape upgrades, laneway revitalisation and public domain improvement programs including procurement, statutory approvals, cost planning, construction management, risk management, internal and external stakeholder management, contract administration and commissioning of completed projects. |

| | |
|---|---|
| <p>Core Property Portfolio <i>Manager – Trent Sinclair</i></p> | <p>Community Portfolio – Provides accommodation and strategic advice for the management of community facilities. Plus effective management of leases and licenses associated with the Accommodation Grants Program. Corporate and Aquatic Facilities – Provides functional, well designed accommodation and facilities for City staff and Councillors along with fit for purpose aquatic facilities. Corporate & Public Domain Portfolio – Provision of best practice property and facilities management to the City’s Public Domain and Corporate Asset Portfolio that results in community and/or commercial benefit.</p> |
| <p>Commercial Unit <i>Manager – Neil Murray</i></p> | <p>Manages the performance management, and ‘value-add’/optimisation initiatives for the portfolio including acquisitions, divestments, strategic projects and capital works.</p> |
| <p>Investment Property Portfolio <i>Manager – John Davidson</i></p> | <p>Ensures a sustainable and growing revenue stream; minimises vacancies and creates a positive customer experience by providing functional, well-designed, well maintained properties which achieve at least market benchmarks for yield/revenue and environmental performance.</p> |

Organisational Purpose, Values and Direction

The City of Sydney has recently undertaken a major organisational development project to define and articulate the organisation's Purpose, Values and Direction for the coming years, under the overall imperative to deliver *Sustainable Sydney 2030*

The outcomes of this exercise are shown in the diagram below:



Each Division and Business Unit is required to build the Purpose, Values and Direction into its own business plans and workforce planning priorities.

These organisational directions are aligned with the Workforce Strategy for 2012-2015, which is now part of our Integrated Planning and Reporting framework (explained in more detail above). This will help drive the further development of the organisation and its workforce and workplace in the term of this Corporate Plan.

Corporate Governance

The City of Sydney is governed by the requirements of the Local Government Act (1993) and Regulations, the City of Sydney Act (1988) and other relevant legislative provisions.

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 accordance with relevant legislation. Corporate performance is monitored through quarterly reports to Council and the community.

Governance Framework

The governance framework of the organisation is implemented, monitored and reviewed by the executive group through the executive governance sub- committee.

Risk Management

The City of Sydney is implementing an Enterprise Risk Management framework across the organisation based on the latest international standards to ensure good corporate governance within the City. The following risk management structures currently exist:

- Executive Governance Sub-Committee
- Risk Management Framework and Guidelines
- Audit Risk and Compliance Committee
- Risk Register and Reporting System
- Fraud and Corruption Internal Reporting Policy
- Code of Conduct
- Emergency Management Committee
- Business Continuity Plan
- Internal Audit Charter
- Workplace Health and Safety Management System

The Legal & Governance division advises on legal and governance issues and is responsible for identifying and protecting the City of Sydney against legal and governance risks. The Workforce and Services division advises on occupational health and safety.

External Audit

City of Sydney has appointed PriceWaterhouseCoopers as their external auditor for a period of 6 years from 2009. The External Auditor provides independent audit opinions on both the general and special purpose financial reports of Council, audits statutory returns relating to a number of Council activities (including the ratings return, domestic waste return, parking enforcement gain share), reports to the Council and the Minister of the conduct of the audit, issues a management letter detailing any matters that arise during the course of the audit and provides any supplementary reports where required by the Department of Local Government. The External Auditor also contributes to Council's Audit, Risk and Compliance Committee meetings.

Internal Audit

Internal audit is an important part of the City of Sydney's risk management processes. The City of Sydney has had an internal function in place for a number of years.

Audit, Risk and Compliance Committee

The internal audit function is supported by an Audit, Risk and Compliance Committee. The Audit, Risk and Compliance Committee has a pivotal role in the Council's governance framework. The primary objectives of the committee are to:

- Assist the Council in discharging their responsibilities relating to:
 - financial reporting practices
 - business ethics, policies and practices

- accounting policies
- risk management and internal controls
- compliance with laws, regulations, standards and best practice guidelines
- Provide a forum for communication between the Council, senior management and both the internal and external auditors.
- Ensure the integrity of the internal audit function.

The Audit, Risk and Compliance Committee Charter sets out the committee's roles and responsibilities and its oversight of the internal and external audit functions, including any statutory duties. This committee is made up of two internal members of the Council and two independent members.

The Audit, Risk and Compliance Committee is responsible for directing the annual work program of the internal auditor. The committee meets at least five times a year to consider any matters relating to the financial affairs and risk management issues of the City of Sydney. The committee also examines any matters referred to it by the Council. Twice a year the committee reviews all recommendations made by the Internal Auditor to monitor implementation and follow up.

Accountability and Transparency

The City of Sydney takes seriously its responsibility to be open and accountable to the community. The City receives requests made in accordance with the Government Information (Public Access) Act 2009 and administers privacy policies and functions to ensure that City of Sydney fully complies with the spirit of the legislation as well as our legal requirements. At the same time we respect people's privacy by not releasing personal details where inappropriate.

We are working towards integrating all of our major plans and reports into a sustainability reporting structure to make it easier for the community to know what we are doing on their behalf.

| Key Performance Indicator | Unit | 08/09 result | 09/10 result | 10/11 result | Responsibility |
|---|------|--------------|--------------|--------------|----------------------------------|
| Number of GIPAA Formal Access Applications determined | No. | _* | _* | 1 | Legal & Governance |
| Number of GIPAA Informal Access Applications received | No. | _* | _* | 3 | Workforce & Information Services |

** Note that the Government Information (Public Access) Act (GIPAA) replaced the Freedom of Information Act on 1 July 2010 and as such, historical information is not comparable*

Procurement and external contracts

The City of Sydney procurement processes meet the highest standards of probity and integrity. The City's objective in entering into contracts is to obtain goods and services to perform its functions, while using public funds wisely, honestly and in compliance with legislative and public interest requirements. All contracts over \$150,000 undergo a rigorous and open tender process. All other contracts follow best practice and are selected on a value for money basis.

In addition, where possible we source recycled products, and ask tenderers for the source of their products and labour practices. Throughout the coming year all contract management staff will be undergoing refresher training in ethical procurement and contract management.

Probity training

The City of Sydney adopted the provisions of the Model Code of Conduct issued by the Department of Local Government in June 2008. Through 2009/10 all staff undertook compulsory refresher training on the Code of Conduct.

The importance of ethical behaviour is also stressed to all staff through our employee induction processes. All staff are met on their first day by staff from Workforce Services who explain to them key policies, procedures and expectations of the organisation with regard to staff behaviour. This is followed up by a comprehensive corporate induction.

All staff are also required to undertake policy awareness compliance training annually, to ensure their knowledge and understanding of City of Sydney policies and expectations remains current.

Complaints processes

The City of Sydney has a Fraud and Corruption Prevention and Reporting Policy, which includes a section on protecting whistleblowers.

Complaints of corrupt conduct or maladministration against Council staff or Councillors can be made in writing to:

**The Office of the CEO
City of Sydney
456 Kent Street
Sydney NSW 2000**

Complaints about staff members will be referred to the Legal and Governance Division for investigation.

Complaints about Councillors and the Chief Executive Officer will be referred in accordance with the provisions of the Code of Conduct. Complaints can also be made directly to the Independent Commission Against Corruption who will refer you to the appropriate channels if it is not appropriate for them to investigate the complaint themselves.

| Key Performance Indicator | Unit | 08/09 result | 09/10 result | 10/11 result | Responsibility |
|--|------|--------------|--------------|--------------|--------------------|
| Number of complaints upheld regarding code of conduct (annual) | No. | 0 | 0 | 0 | Legal & Governance |
| Number of complaints upheld regarding corruption or maladministration (annual) | No. | 0 | 0 | 0 | Legal & Governance |

Our Workforce

Attracting and retaining skilled and talented staff with the capability to deliver the City's objectives is critical to implementing *Sustainable Sydney 2030*. The City of Sydney aims to be an employer of choice for people seeking to make a difference to their communities.

The City aims to strengthen its strategic workforce functions in order to address the future workforce challenges of *Sustainable Sydney 2030*, while also improving the work environment for current staff.

To do this, we will

- Attract, recruit and retain skilled staff with the capability to deliver *Sustainable Sydney 2030* and the City's Corporate Objectives
- Build a learning organisation to ensure the City's workforce is capable, responsive and innovative
- Maintain and strengthen the organisational culture in line with the City's vision and embed the organisation's values
- Provide an environment that promotes workplace safety, health and wellbeing
- Contribute to the organisation's Corporate Governance through effective workforce policies, systems, strategies and partnerships.

Important projects for 2012/13 include a focus on staff engagement, and the development of leadership and management skills. 2012/13 will also see a continued focus on Occupational Health and Safety (OHS) and a greater focus on workplace health and wellbeing.

| Key Performance Indicator | Unit | 08/09 result | 09/10 result | 10/11 result | Responsibility |
|---|------|--------------|--------------|--------------|----------------------------------|
| Number of approved full time equivalent establishment positions | No. | 1,688 | 1,744 | 1,768 | Workforce & Information Services |
| Vacancy rate | % | 6.82 | 7.1 | 6.97 | |
| Number of Lost Time Injuries | No. | 17 | 32 | 11 | |
| Percentage of staff in formal further education | % | 5.2 | 5.2 | 6.06 | |

Information Management

The City of Sydney uses systems and processes to help staff provide the best outcomes to the community. We are in the process of updating both our main web site to better inform and engage with our community, and improving the internal intranet to support better collaboration and cross-divisional activity, in accordance with the philosophy of *Sustainable Sydney 2030*. We are also focusing on initiatives to reduce the need for paper based records and our information management energy footprint.

Customer

City of Sydney is committed to providing the highest levels of customer service to the community and building a strong customer service culture. We have a Customer Service Charter which sets out our commitment to delivering high quality services to the City's diverse range of customers in line with *Sustainable Sydney 2030*. The Charter identifies the minimum standards of service which can be expected, and offers advice on how customers can provide feedback if service standards are not met.

We are also developing a Customer Service strategy which will deliver the process and change necessary to deliver outstanding customer service and maintain relevance to changing customer service needs. The City will continue to improve its customer service to deliver consistent world class service across all divisions to all customers.

| <i>Key Performance Indicator</i> | <i>Unit</i> | <i>08/09 result</i> | <i>09/10 result</i> | <i>10/11 result</i> | <i>Responsibility</i> |
|--|-------------|---------------------|---------------------|---------------------|-----------------------|
| Number of calls received by customer call centres | No. | 247,662 | 243,282 | 238,313 | City Engagement |
| Percentage of calls answered within 20 seconds | % | 84 | 84 | 80 | |
| Percentage of calls completed at first contact | % | 59 | 70 | 67.64 | |
| Number of customer requests received | No. | 79,453 | 89,965 | 99,997 | |
| Percentage of customer requests actioned within agreed service standards | % | 95 | 94 | 94.75 | |
| Customer satisfaction from Mystery Shopper Survey | % | 85 | 86 | 84 | |

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Strategic Directions and Principal Activities

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For the purposes of section 404 of the *Local Government Act 1993*, this Corporate Plan is the City of Sydney's four year Delivery Program. In accordance with the *Act*, the following ten Strategic Directions are derived from the Community Strategic Plan (Sustainable Sydney 2030, updated 2011) and contain the City of Sydney's principal activities to respond to the long term strategy within the four year period of (financial years) 2012-2015.

Each of the following Strategic Directions are set out to show that City of Sydney works under the principles of **PLAN, DO, REVIEW**.

The Strategic Direction sets out our high level outcomes, with objectives, projects, programs and services identifying what it is we are doing to achieve the objectives. Delivery measures, including key performance indicators are used to measure our progress towards the outcomes.

In improving our planning and reporting to address *Sustainable Sydney 2030* outcomes, we have developed a number of new key performance indicators. Not all of these indicators have historical data to report, nor do they all have identified targets.

There are two reasons for this.

First, it is not always appropriate to set targets, as some indicators are better served by plotting trends to measure performance.

Second, where we do not have historical data we do not know what is an appropriate target to set. This will be changed where appropriate as we collect enough data to guide us in target setting.



1. A globally competitive and innovative city

Sustainable Sydney 2030:

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

Sustainable Sydney 2030 Targets:

The city will contain at least 465,000 jobs, including 97,000 additional jobs, with an increased share in finance, advanced business services, education, creative industries and tourism*

**The figure of 97,000 additional jobs is measured against a 2006 baseline figure established through the City of Sydney Floor Space and Employment Survey*

City of Sydney responsibilities:

Many of the factors that contribute to a global city – lifestyle, cultural diversity, creativity, adequate transport, affordable housing – are set out in, and will be measured through, other parts of this corporate plan.

The City Plan is a complete review of all planning controls for the City and will be made up of a new Local Environment Plan, Development Control Plan and supporting strategies. For the City to remain competitive it must provide adequate capacity to grow and provide for future high quality office space. A further review of the employment and office space capacity in the Central Sydney area and fringe areas well served by Public transport, will be undertaken

City of Sydney is currently implementing a number of programs and projects to improve the economy of the City. Sydney is currently home to the global headquarters of many top 500 companies, and we are aiming to increase the share of those global businesses that have their Australian headquarters in the City. We are also working to support and improve the economy in our local village centres and these programs are set out in Strategic Direction 6. Our laneways and small business programs in the City Centre are identified in Strategic Direction 5.

We will also focus on tourism, and work with the NSW State Government to make Sydney the first port of call for tourists to Australia. Business tourism is particularly important, and we are committed to making the City a focus for green business conferences.

As well as working with other stakeholders on attracting major events to the City, we will continue to produce our own events to create a unique Sydney experience.

Key Functions and Services

The functions and services of the City of Sydney which primarily relate or contribute to the Objectives of this Strategic Direction include:

- Strategy and Economic Development
 - Events Management
 - Late Night Economy
 - Grants and Sponsorship Management
 - New Years Eve
 - Security and Emergency Management
 - Tourism Development
- [also relates to other relevant Strategic Directions]*

Objective 1.1

Plan for growth and change in the city centre

| |
|--|
| Action 1.1.1 Ensure the City Plan provides capacity for employment growth in the City. |
| Action 1.1.2 Strengthen the economic activities and role of the City Centre precincts. |
| Action 1.1.3 Plan for long-term increased development opportunities and improved connections to the Western waterfront. |
| Action 1.1.4 Advocate for a new foreshore precinct at Barangaroo with lively waterfront parks, continuous public foreshore access, cafes, culture, and entertainment. |
| Action 1.1.5 Develop a strategy to build late night economic diversity. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|----------------|--|------------|-----------------|--|--|
| City Plan | Complete the City Plan (LEP & DCP) with provision for growth targets. <i>Completion is subject to approval from the NSW Department of Planning.</i> | 2011 | 2012 | City Planning, Development & Transport | <i>Many linkages throughout various Strategic Directions</i> |
| | Conduct a review of the planning controls for Central Sydney to ensure adequate capacity for jobs growth. | 2011 | 2013 | | |
| Open Sydney | Develop Open Sydney, a long term and wide reaching policy and action plan for Sydney's night time economy. | 2011 | 2013 | City Culture & Community | 1.1.5 |
| | Develop precinct operational plans to improve overall functioning of the City at night. | 2011 | 2015 | | |

Objective 1.2

Strengthen globally competitive clusters and networks and develop innovative capacity

| |
|--|
| Action 1.2.1 Continue to develop partnerships with the private sector, research and educational institutions. |
| Action 1.2.2 Develop the City's strategic economic development and research capabilities. |
| Action 1.2.3 Foster economic collaboration and knowledge exchange with other national and global cities |
| Action 1.2.4 Foster industry networks in a selected group of high growth globally competitive industries. |
| Action 1.2.5 Identify, develop and support the creation of clusters of innovation businesses and organisations across the City. |
| Action 1.2.6 Identify, develop and support the creation of cultural precincts. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|----------------------------------|---|------------|-----------------|-------------------------|--|
| Economic Development Strategy | Prepare a comprehensive economic development strategy and action plans to guide local development and promote growth in a range of business sectors including Retail, Tourism, Creative Industries, Education, Local Economies and, International Engagement. | 2011 | 2014 | Chief Operations Office | 1.1.2; 1.2.1; 1.2.2; 1.2.4; 1.4.1; 1.4.2; 1.5.2; 7.4.6 |
| | Develop Action Plans to promote growth in the Green Economy and Finance & Business Services sectors. | 2012 | 2014 | | |
| | Implement priority actions from the Retail Action Plan that focus on delivering a quality experience in the City and Villages, building business capacity, removing barriers for business and improvement of communication with and between businesses. | 2012 | 2015 | | |
| | Develop a strategy for growing the impact of Christmas in the City as part of the Retail Action Plan. | 2012 | 2015 | | |
| | Implement priority actions from the International Engagement Action Plan. Deliver an annual program to assist Sydney businesses engage with China, including a Chinese New Year Business Forum. | 2012 | 2015 | | |
| Floorspace and Employment Survey | Analyse and report on the results of the five-yearly Floorspace and Employment Survey of the local government area. | 2012 | 2013 | Chief Operations Office | 1.1; 1.1.2; 1.1.3; 1.1.5; 1.2.2; 1.2.3; 1.2.5 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|---------------------------|--|-------------------------|---|
| Economic Research | Support a diversity of businesses in the City through the provision of advice to Chambers of Commerce and provision of economic research data and City land use and floor space information. | Chief Operations Office | 1.1.2; 1.2.1; 1.2.2; 1.2.4; 1.4.1; 1.5.2; 5.4.1; 5.4.4; 5.5.1; 5.5.2; 5.5.3 |
| Business Support Programs | Encourage business within the City to improve sustainable outcomes and reward best practice through the annual City of Sydney Business Awards, and provide ongoing support to business through education and information programs such as Let's Talk Business. | City Engagement | 1.2.3; 1.2.4; 1.4.1; 1.5.2 |

Objective 1.3

Plan for City South growth, including Sydney Airport and Ports

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|---|
| Action 1.3.1 Undertake precinct and structure planning in the southern mixed use employment area. |
| Action 1.3.2 Work with partners to prepare a planning and development framework for managing the impact of airport and Port Botany growth. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|------------------------|---|------------|-----------------|--|----------------------|
| Industrial Lands Study | Conduct an Industrial Lands Study to support City South growth. | 2011 | 2013 | City Planning, Development & Transport | 1.3.1; 1.3.2 |

Objective 1.4

Strengthen business competitiveness

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| Action 1.4.1 Strengthen and refine Council's regulatory and approval processes to assist business efficiency. |
| Action 1.4.2 Lead and support partnerships and forums to strengthen business leadership in the City. |
| Action 1.4.3 Proactively work with landowners, businesses and other stakeholders to strengthen precincts. |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|----------------------------|---|-------------------------|---|
| Local Economic Development | Support a diversity of businesses in the City through assistance with developing business precinct plans and providing business partnership grants programs. | Chief Operations Office | 1.1.2; 1.2.1; 1.2.2; 1.2.4; 1.4.1; 1.5.2; 5.4.1; 5.4.4; 5.5.1; 5.5.2; 5.5.3 |
| | Provide dialogue about demographic, business and economic development information to existing businesses through representative groups of local business precincts. | | |
| | Support the Retail Advisory Panel. | | |

Objective 1.5

Enhance tourism infrastructure, assets and branding of the City

| |
|---|
| Action 1.5.1 Work in partnership with the Tourism Industry and State Government to develop visitor facilities and attractions, including new hotels and accommodation opportunities. |
| Action 1.5.2 Work with the State to promote the city as a global centre for visitor destination. |
| Action 1.5.3 Develop strategies to assist visitor orientation and movement around the City. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|-----------------------|---|---------------|-------------------|----------------|-----------------------------|
| Sydney New Years Eve | Deliver Sydney New Year's Eve 2012 celebrations as part of increasing awareness of Sydney as a tourist destination. | July Annually | January Annually | City Culture | 1.5.3; 1.6.1; 7.2.2; 10.1.2 |
| | Conduct an Economic Impact Study for New Years Eve | 2012 | 2012 | | |
| Christmas in the City | Deliver 2012 Christmas in the City events. | July Annually | December Annually | | |
| Chinese New Year | Effectively deliver 2013 Chinese New Year Festival. | July 2012 | March 2013 | | |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|---------------------------|--|--------------------------|-----------------------------|
| Christmas in the City | Develop and enhance the Christmas in the City program as a celebration of Sydney Christmas through the development of new partnerships. | City Culture & Community | 1.5.1 |
| Chinese New Year Festival | Develop and enhance the Chinese New Year Festival as a significant local and international celebration of cultures that observe Lunar New Year. | | |
| Promoting Sydney | Work with the State Government on initiatives to promote Sydney, and with Business Events Sydney to attract international conferences to Sydney. | Chief Operations Office | 1.6.1; 7.2.2; 10.1.2 |
| | Partner with the State Government to implement a master Events Calendar and provide support for festivals coordinated by Destination NSW and Events NSW, including Vivid, Crave musical theatre support programs and seasonal campaigns. | City Engagement | 1.6.2; 7.4.3; 7.4.4; 10.1.2 |
| | Provide support and sponsorship to identified major events, activities and organisations in recognition of their significant contribution to the social, cultural and economic life of Sydney. | City Culture & Community | 1.6.1; 7.2.2; 10.1.2 |
| | Enhance Visitor Information Services to promote Sydney attractions and events and assist visitor orientation and movement around the city. | City Engagement | 1.6.1; 1..6.3 |
| | Implement priority actions from the Visitor Economy Action Plan; enhancing the quality of visitor experience in Sydney, strengthening partnerships to promote Sydney and encouraging the development of tourism products and infrastructure. | Chief Operations Office | 1.5.2; 1.5.3 |
| | Develop a marketing and communications strategy to support Tourism Action Plan, including visitor information servicing model | City Engagement | 1.5.2; 1.5.3 |

Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

| <i>Key Performance Indicator</i> | <i>Unit</i> | <i>09/10 result</i> | <i>10/11 result</i> | <i>12/13 target</i> | <i>Responsibility</i> |
|---|-------------|---------------------|---------------------|---------------------|--------------------------|
| Global competitiveness* | | | | | |
| <i>Sydney is a safe and competitive location for globally connected economic sectors</i> | | | | | |
| These will be identified as part of the Community Indicators framework | | | | | |
| Brand Sydney | | | | | |
| <i>Sydney is a destination for international visitation for business, tourism and study</i> | | | | | |
| Estimated numbers attending Sydney New Year's Eve City of Sydney events | No. | 1.5m | 1.5m | 1.5m | City Culture & Community |
| Estimated attendance at Christmas Martin Place concert | No. | 8,000 | 8,000 | 8,000 | |
| Attendance at Chinese New Year Twilight Parade | No. | - | - | - | |

**Performance measures of a globally, innovative city will be adopted as part of the Community Indicators framework.*



2. A leading environmental performer

Sustainable Sydney 2030:

The City of Sydney has adopted ambitious greenhouse gas emission reduction targets and will work towards a sustainable future for the City's use of water, energy and waste.

Sustainable Sydney 2030 Targets:

- *Reduce greenhouse gas emissions by 70% compared to 2006 levels by 2030.*
- *Have the capacity to meet up to 100% of electricity demand by local electricity generation.*

Additional:

- *Reduce the reliance on potable water supply by 10% compared to 2006 levels through water efficiency by 2030.*
- *Have the capacity to meet 15% of LGA water demand through water recycling using local water sources by 2030.*
- *Reduce stormwater pollution by 50% compared to 2006 levels by 2030.*

City of Sydney responsibilities:

The City of Sydney is committed to ecologically sustainable development. We envisage a City that supports healthy ecosystems where the air, land and waterways are clean, there is green space, drought-proof water supplies, highly efficient buildings and transport systems, and minimal waste and emissions. Our Environmental Management Plan provides more detailed targets, strategies and background on environmental issues.

The City's State of the Environment Report and *Sustainable Sydney 2030* identify global warming and reduction of greenhouse emissions as being of paramount concern for the City. Addressing climate change is the biggest challenge we have locally and globally. While the City of Sydney achieved its target to become carbon neutral by 2008, improving energy efficiency and identifying alternative sources of energy, including reusable energy, continue to be a priority. The operation of buildings and street lights are the major cause of emissions from the City of Sydney's operations. Within the local government area, commercial and industrial activities account for approximately two thirds of emissions. We will continue to work with all stakeholders, including businesses, residents, state and federal government agencies, non-government organisations, industry groups, and the C40 Large City Climate Leadership Group on programs that reduce the environmental impact of activities within the local government area.

The City's response to these challenges is based on its Green Infrastructure Plan for the Local Government Area, which comprises Master Plans for Decentralised Energy (Trigeneration and Renewables), Decentralised Water and Advanced Waste Collection and Treatment, together with a series of key projects to adapt and mitigate its own operations.

The City understands the importance of urban tree canopy coverage and quality parks and open spaces. These vital assets provide numerous environmental, social and economic benefits to the community. Development of key policies, such as the Greening Sydney Plan, Urban Forest Policy and Urban Ecology Strategy will assist in maximising these benefits gained, and will compliment the City's existing suite of policies.

Key Functions and Services

The functions and services of the City of Sydney which primarily relate or contribute to the Objectives of this Strategic Direction include:

- Arboricultural Services
- Depot Management
- Domestic Waste Collection Services
- Fleet Management
- Graffiti Removal
- Littering and Unlawful Dumping Inspections
- Property Management
- Public Space Syringe Bin Collection
- Recycling Depot
- Stormwater Management
- Street Cleaning
- Sustainability Engagement and Education
- Sustainable Asset Management
- Sustainability Planning
- Weed Control

Objective 2.1

Increase the capacity for local energy generation and water supply within City boundaries

| |
|--|
| Action 2.1.1 Prepare a Green Infrastructure Plan for the City. |
| Action 2.1.2 Increase the use of recycled water. |
| Action 2.1.3 Integrate Green Infrastructure throughout the City by using the City's streets and public domain for reticulation. |
| Action 2.1.4 Improve environmental reporting and disclosure against published targets. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|-----------------------------------|---|------------|-----------------|-------------------------|----------------------------|
| Decentralised Energy Master Plans | Lead and facilitate the implementation of the Decentralised Energy Master Plans and the creation of low carbon zones within the City of Sydney. | 2011 | 2014 | Chief Operations Office | 2.1.1; 2.1.2; 2.1.4 |
| | Develop an Energy Demand Management Plan based on establishing energy efficiency (peak and total) targets for sectors of the local government area. | 2011 | 2013 | | |
| | Install trigeneration at Town Hall House, and the City's community facilities and aquatic centres, where feasible. | 2011 | 2014 | Chief Operations Office | |
| | Lead, facilitate and/or advocate for the installation of green infrastructure at all urban renewal precincts, where feasible and in accordance with the green infrastructure master plans. (Energy, Water and Waste). | 2011 | 2014 | Chief Operations Office | |
| Decentralised Water Master Plan | Finalise the trigeneration, renewables and decentralised water master plans. | 2011 | 2013 | Chief Operations Office | 2.1.3, 2.1.4, 2.2.1, 2.4.2 |
| | Implement priority actions from the Decentralised Water Master Plan, including Green Square and Sydney Park projects. | 2012 | 2015 | | |
| Parks Water Savings Action Plan | Implement priority actions from the Parks Water Savings Action Plan. | 2012 | 2015 | City Operations | 2.1.3, 2.3.3 |

Objective 2.2

Reduce waste generation and stormwater pollutant loads to the catchment

Action 2.2.1 Develop an Integrated Waste Management Strategy to reduce pollutants and reuse waste as a resource.

Action 2.2.2 Implement the Decentralised Water Master Plan to reduce pollutants and encourage resource reuse.

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|---------------------------------------|--|------------|-----------------|-------------------------|----------------------|
| Integrated Waste Management | Finalise Waste Management Strategy for the local government area to achieve the waste objectives in Sustainable Sydney 2030. | 2011 | 2013 | Chief Operations Office | 2.2.2 |
| | Initiate priority actions to facilitate the implementation of the Waste Management Strategy. | 2013 | | | |
| Advanced Waste Collection Master Plan | Complete an Advanced Waste Collection Master Plan for the local government area. | 2012 | 2013 | Chief Operations Office | 2.2.1 |
| | Initiate priority actions to facilitate implementation of the Advanced Waste Collection Master Plan. | 2013 | | | |
| Advanced Waste Treatment Master Plan | Finalise the Advanced Waste Treatment Master Plan. | 2012 | 2013 | Chief Operations Office | 2.2.1 |
| | Initiate priority actions to facilitate the implementation of the Advanced Waste Treatment Master plan. | 2013 | 2017 | | |
| Stormwater Infrastructure Plan | Develop a Stormwater Management Plan based on the flood studies previously conducted. | 2011 | 2014 | City Operations | 2.2.1 2.4.2 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|-----------------------------------|--|-------------------------|----------------------|
| Stormwater Infrastructure Program | Meet city responsibilities for management of flooding through completion, and Council adoption, of floodplain Risk Management Plans (FRMP) for Each City catchment. | City Operations | 2.2.1 |
| Waste Management and Reduction | Provide advice and deliver programs to encourage waste avoidance and reduction to business and residential communities. | Chief Operations Office | 2.4.3; 2.4.4 |
| | Provide domestic waste and recycling collection services to defined standards. | City Operations | 2.4.3; 2.4.4 |
| | Ensure the cleanliness of the city through regular street sweeping and rubbish collection to defined standards. | City Operations | |
| | Undertake targeted patrols to minimise illegal dumping, illegal advertising, discarded cigarette butts, littering and other activity which is contrary to the Protection of the Environment Act. | City Operations | |
| | Deliver an education, marketing and communication program to enable residents to utilise the city's waste services. | City Operations | |
| | Review Local Approvals Waste Policy which addresses issues for allocation/placement of bins and service requirements for residential and commercial waste collection. | City Operations | 2.2.1 |
| | Review Waste Minimisation in New Developments Policy (Building Waste Code) which addresses issues for service requirements for residential and commercial waste collection, including advanced waste collection systems. | Chief Operations Office | 2.2.1 |

Objective 2.3

Improve the environmental performance of existing buildings

| |
|---|
| Action 2.3.1 Investigate ways to accelerate retrofitting of existing buildings for better environmental performance. |
| Action 2.3.2 Encourage the community to make sustainable energy choices. |
| Action 2.3.3 Extend the work of existing programs that make a positive contribution to improved resource efficiency across the City. |
| Action 2.3.4 Investigate ways to accelerate connection to the City's Green Infrastructure Network and low carbon zones. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|---|--|------------|-----------------|--------------------------|----------------------|
| Retrofit of City of Sydney Building Portfolio | Implement building retrofits that generate energy and water savings. | 2011 | 2013 | City Projects & Property | 2.3.1; 2.3.3 |
| | Ensure continuous improvement of utility measurement across the organisation. | 2011 | 2015 | | |
| | Implement 5-year Photovoltaic (solar energy) project for City of Sydney buildings. | 2011 | 2015 | | |

| Major Programs | Deliverables | Responsibility | 2013 Action linkages |
|-------------------------------------|--|-------------------------|----------------------------|
| Business Sustainability Initiatives | Deliver the CitySwitch Green Office program by working with commercial office tenants to help them improve their energy efficiency and environmental performance. | Chief Operations Office | 2.3.2; 2.3.3; 2.4.4 |
| | Coordinate the CitySwitch Green Office NSW and National program by working with Council partners and stakeholders to help in their engagement with commercial office tenants to help them improve their energy efficiency and environmental performance. | | 2.3.1; 2.3.2; 2.3.3 |
| | Deliver the Smart Green Business program to assist small to medium business to improve their environmental sustainability outcomes. | | 2.3.2; 2.3.3; 2.4.3; 2.4.4 |
| | Deliver the Better Building Partnership program to improve the environmental performance of commercial buildings within the local government area. | | 2.3.1, 2.3.2, 2.3.3 |
| | Deliver the Environmental Upgrade Finance program to building owners to assist them in building upgrades. | | 2.3.2; 2.3.4 |
| Retail Action Plan | Deliver sustainability support to the Retail sector in coordination with the Retail Action Plan. | | 2.3.2 |

Objective 2.4

Demonstrate leadership in environmental performance through the City of Sydney's operations and activities

| |
|---|
| Action 2.4.1 Implement carbon minimisation criteria in procurements and contracts. |
| Action 2.4.2 Investigate climate change adaptation initiatives to prepare the City for the social and other impacts of global warming, such as peak fuel impacts, storms and flooding. |
| Action 2.4.3 Work with other sectors to promote sustainable environmental industries and develop economic benefits. |
| Action 2.4.4 Continue to develop and implement education and support initiatives to assist residents, businesses, workers and visitors to reduce their environmental impacts. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|---|--|------------|-----------------|-------------------------|----------------------|
| Climate Change Adaptation Plan | Develop a Climate Change Adaptation Plan to prioritise and plan mitigative and adaptive actions to prepare the city for the environmental, social and economic impacts of climate change. | 2012 | 2014 | Chief Operations Office | 2.4.2 |
| Urban Ecology Strategy | Finalise an Urban Ecology Strategy. | 2012 | 2013 | Chief Operations Office | 2.4.4 |
| | Implement priority actions from the Urban Ecology Strategy. | 2013 | 2015 | | |
| City Farm | Develop project plan and business case for a City Farm. | 2011 | 2013 | City Operations | 2.4.4 |
| Environmental Management System | Develop an environmental management system that will deliver sustainable asset management and operations. | 2011 | 2013 | Chief Operations Office | 2.4.2; 2.4.4 |
| | Implement the environmental management system across Council operations. | 2013 | 2015 | | 2.4.2 |
| Urban Forest Strategy | Set 2030 and 2050 targets to increase canopy coverage. Implement a community tree planting grant program for the planting and maintenance of large canopy trees on residential properties. | 2012 | 2015 | City Operations | 2.4.4 |
| Sydney Significant Tree Register | Undertake a strategic review of the Significant Tree Register to identify new significant trees, increase community awareness and update the existing Register. | 2012 | 2013 | City Operations | 2.4.4 |
| Environmental Impact of Products and Services | Undertake an environmental impact review of products and services and their suppliers to the City of Sydney and implement priority actions to reduce this impact. | 2012 | 2013 | Chief Operations Office | 2.4.2; 2.4.4 |
| Environmental Sustainability Reporting | Review and improve the City's environmental sustainability reporting. | 2012 | 2013 | | 2.4.4 |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|------------------------------------|--|------------|-----------------|----------------|----------------------|
| Sustainability Engagement Strategy | Develop updated engagement strategy and continue engagement with the low income/ CALD residents, learning from the 3 year SAVE program, to improve their environmental outcomes. | 2012 | 2013 | | 2.4.4 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|---|--|--|---|
| Carbon Neutral Program | Review and manage the Carbon Neutral Program to ensure that City of Sydney's emissions reduction practices remain at the leading edge and beyond compliance. | Chief Operations Office | 2.3.2 ; 2.4.1; 2.4.2 |
| Fleet Management | Manage the light and heavy vehicle fleets to encourage low emission driving behaviour and reduce CO2 emissions by 20% over four years (2010 to 2014). | City Operations | 2.4.2. |
| Community Greening | Support and develop community gardens and sites maintained and managed by community volunteer groups. | City Operations | 2.4.3, 2.4.4 |
| Greening Sydney Plan | Implement a community tree planting grant program for the planting and maintenance of large canopy trees on residential properties. | City Operations | 2.4.3, 2.4.4 |
| | Deliver themed Living Colour floral displays throughout the City during spring and summer. | | |
| | Implement an aerial bundled cabling program to improve the urban canopy and reduce tree canopy pruning for electrical wires by 75%. | | |
| | Encourage new developments to maximise landscaping and build green roofs and walls. | City Planning, Development & Transport | 2.4.3, 2.4.4 |
| Residential Environmental Action Strategy | Deliver the Green Village program to inform, inspire and educate City of Sydney residents to improve their environmental outcomes. | Chief Operations Office | . 2.4.2; 2.4.3; 2.4.4 2.4.2; 2.4.3; 2.4.4 |
| | Partner with Marrickville Council to deliver sustainability programs through the Green Living Centre | | |
| | Deliver the Smart Green Apartment program to improve the environmental performance of existing residential apartment buildings. | | |
| Champions of Environmental Projects | Provide training, support and resources to selected volunteers in order that they have the ability to champion environmental projects and initiatives within their communities and workplaces. | Chief Operations Office | 2.4.4 |
| Environmental Action Surveys | Undertake annual surveys to identify and assess changes in the behaviour and environmental actions undertaken by residents and workers within the City. | | 2.4.4 |

Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

| Key Performance Indicator | Unit | 09/10 result | 10/11 result | 12/13 target | Responsibility |
|--|-------------|--------------|--------------|--------------|-------------------------|
| Greenhouse emissions | | | | | |
| <i>For both the local government area and City of Sydney's own operations - reduce greenhouse gas emissions by 70% from 2006 levels by 2030, with 100% local energy generation by 2030. Offset 100% of greenhouse emissions from City of Sydney operations and services.</i> | | | | | |
| Overall greenhouse gas emissions for all City of Sydney assets (Including total electricity, gas and onsite fuel usage converted to greenhouse gas emissions but NOT including Green Power or offsets). Baseline 2006 Data – 52,972 | Tonnes CO2e | 50,030 | 48,336 | - | City Property |
| Greenhouse gas emissions for City of Sydney Building Assets Baseline 2006 Data – 28,775 | Tonnes CO2e | 25,203 | 24,718 | . | |
| Greenhouse gas emissions for City of Sydney Street lighting Baseline 2006 Data – 15,131 | Tonnes CO2e | 15,269 | 14,783 | -. | |
| Greenhouse gas emissions for City of Sydney Parks Baseline 2006 Data – 2,502 | Tonnes CO2e | 2,878 | 2,578 | -. | |
| Council's fleet vehicle greenhouse gas emissions (total) Baseline 2006 Data – 2,669 | Tonnes CO2e | 3,225 | 3,175 | 2890 | City Operations |
| All other City of Sydney Greenhouse gas emissions (includes emissions from flights, taxis, contractors fuel, events, and refrigerants) (measured annually) Baseline 2006 Data – 3,896 | Tonnes CO2e | 3,455 | 3,082 | - | Chief Operations Office |
| Sustainability programs | | | | | |
| <i>Encourage businesses and residents to reduce their greenhouse gas emissions.</i> | | | | | |
| City owned public domain lights replaced with LED lamps | No. | - | - | 2,150 | City Operations |
| Percentage of commercial office floor space (net lettable area) signed up to CitySwitch Green Office in the local government area in the City of Sydney | % | - | 13.3 | 20 | Chief Operations Office |

Water Usage and Stormwater

Reduce overall water consumption and reliance on mains water used by council and across the local government area. For both the local government area and City of Sydney operations – Zero increase in 2006 mains water usage by 2015, with 10% of 2006 mains water usage to come from local water capture by 2030.

Improve stormwater runoff to reduce flooding and pollutant loads to the catchments, and increase reuse of stormwater. 50% reduction in stormwater pollutants by 2030.

| | | | | | |
|---|----|---------|---------|---|-------------------------|
| Total City of Sydney mains water usage | kL | 382,806 | 395,385 | - | City Property |
| Total City of Sydney mains water usage – Parks and Public Domain | kL | 132,069 | 140,077 | - | |
| Total City of Sydney mains water usage – Commercial Buildings | kL | 105,478 | 110,113 | - | |
| Total City of Sydney mains water usage – Community Buildings | kL | 40,501 | 41,320 | - | |
| Total City of Sydney mains water usage – Operations (Depot etc.) | kL | 45,820 | 33,567 | - | |
| Total City of Sydney mains water usage – Aquatic Facilities | kL | 58,938 | 70,308 | - | |
| Total mains water consumption for the local government area (measured annually) | ML | 31,032 | 38,833 | - | Chief Operations Office |

Waste

Provide high quality waste management services to residents that encourage a reduction of overall waste generation and diverts 66% of domestic waste from landfill by 2014.

Local Government Area

| | | | | | |
|------------------------|-----------|--------|-------|-----|-----------------|
| Total Waste Collected | kg/capita | 326.75 | 329.1 | 312 | City Operations |
| Total Waste Recycled | kg/capita | 117.35 | 161.7 | 208 | |
| Resource Recovery Rate | % | 36 | 49 | 68 | |

City of Sydney (Organisational Facilities)

| | | | | | |
|--|--------|---|---|---|---------------|
| City of Sydney Waste Collected (Organisational Facilities) | Tonnes | - | - | - | City Property |
| City of Sydney Recycling (Organisational Facilities) | Tonnes | - | - | - | |

Greening Sydney

A green liveable city, that recognises the importance of trees and quality open space that supports diverse and abundant ecosystems.

| | | | | | |
|---|-----|--------|--------|--------|-------------------------|
| Street trees planted | No. | 759 | 462 | 700 | City Operations |
| Native plants planted at community planting days | No. | 9,120 | 7,865 | 8,000 | |
| Total trees and shrubs planted | No. | 52,000 | 48,466 | 52,000 | |
| Public Domain Landscaping (nature strips, rain gardens, traffic treatments) | m2 | 8,000 | 8,334 | 8,000 | |
| Indigenous fauna species diversity maintained or increased compared to 2009/10 baseline (measured annually) | No. | - | - | - | Chief Operations Office |
| Extent of locally-indigenous bushland increased compared to 2009/10 baseline (measured annually) | m2 | - | - | - | |



3. Integrated transport for a connected city

Sustainable Sydney 2030:

Quality transport will be a major driver to sustainability – the City must offer a variety of effective and affordable transport options.

Sustainable Sydney 2030 Targets:

- *Trips to work using public transport will increase to 80%, for both residents of the City and those travelling to the City from elsewhere.*

City of Sydney responsibilities:

The City of Sydney delivers world-class walking and cycling infrastructure, promotes and supports sustainable transport options, manages and maintains local roads, controls the impact of major developments on traffic and transport networks, manages parking and influences other major players in an attempt to improve the quality of access Sydney residents and workers have to their city.

In linking the changes in how people want to use the city with the transport they need to make that happen the City seeks to influence the NSW State Government, the Federal Government and private developers to make the right decisions that best support the environment, economy and society.

The City seeks a wide range of travel options so that the choice to take the most efficient and sustainable trip is also the most convenient and attractive. We can only do this in partnership with others based on the best available evidence.

Sydney needs a high quality world-class public transport system that is well planned, resourced, efficient and integrated as an essential cornerstone of sustainable development. While transport is primarily the responsibility of the NSW State Government, we play our part through advocacy for State and Federal Government investment in public transport infrastructure to connect the city centre with the rest of Sydney by fast and efficient public transport.

We actively promote car share, and are committed to making sustainable and active transport options available to residents, workers and visitors, and providing a viable alternative to private vehicles, including light rail options for George Street.

The City of Sydney is responsible for construction, maintenance and management of local roads. Through this responsibility we manage parking and traffic movements to encourage use of sustainable travel options and improve the safety and amenity of residential and commercial precincts.

Key Functions and Services

The functions and services of the City of Sydney which primarily relate or contribute to the Objectives of this Strategic Direction include:

- City Transport and Access
- Clearways and Arterial Roads Inspections
- Community Transport
- Parking Meter Management
- Parking Station Management
- Public Domain Assessment
- Roads and Footways Maintenance
- Street Furniture Maintenance
- Street Lighting Maintenance
- Traffic Management

Objective 3.1

Support and plan for enhanced access by public and active transport from the Sydney Region to the City of Sydney

| |
|---|
| Action 3.1.1 Support improved metropolitan rail systems and new metro rail lines. |
| Action 3.1.2 Support improvements to existing City Centre stations and their surroundings, including their interchange role. |
| Action 3.1.3 Support and plan for the integration of cross-regional public transport services, including light rail and metropolitan rail systems and the quality of modal interchanges. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|--------------------------------|---|------------|-----------------|--|--|
| City Transformation | Advocate for light rail down George Street. | 2013 | Ongoing | City Planning, Development & Transport | 3.1.1; 3.1.2; 10.1.1; 10.1.2; 10.4.1; 10.4.5 |
| Barangaroo Transport Plan | Advocate to the State that Barangaroo is linked effectively to the City Centre. | 2012 | 2015 | | |
| Green Square Transport Options | Work with State Government to advocate for adequate transport infrastructure and services to support Green Square development. | 2011 | 2015 | | |
| Major Rail Station Precincts | Support Transport NSW in developing master plans for major transport interchanges and stations in City of Sydney. | 2012 | 2015 | | |
| City Centre Loading Strategy | Investigate options to shift loading times and locations to enhance public transport reliability. | 2011 | 2013 | | |
| Transport Trip Census | Gather evidence of what transport activity happens in the city centre as a base for policy development. | 2012 | 2014 | | |
| City Centre Parking Strategy | Develop a city centre parking strategy to relieve peak hour road congestion, enhancing regional bus reliability and efficiency. | 2012 | 2014 | | |

Objective 3.2

Align transport infrastructure with City growth

| |
|--|
| Action 3.2.1 Develop an Inner Sydney Integrated Land Use and Transport Strategy. |
| Action 3.2.2 Identify a network of local bus services. |
| Action 3.2.3 Enhance the integrated accessible community transport network. |
| Action 3.2.4 Investigate development opportunities at and around existing and new stations in proposed Village Centres. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|---|--|------------|-----------------|--|--|
| Integrated Transport and Land Use Strategy Implementation | Use the Connecting our City strategy as a lobbying tool to enhance transport networks that support the City economy. | 2012 | 2015 | City Planning, Development & Transport | 3.3.1, 3.3.2; 3.3.3; 3.3.4; 3.3.5; 3.3.6 |
| Community Transport Implementation | Implement the findings of the Community Transport Review, including a Mobility Manager pilot Scheme for the City. | 2011 | 2016 | City Planning, Development & Transport | 3.2.3 |
| Public Transport Hubs and Development | Investigate how public transport hubs support development around Wynyard, Central, Redfern and Newtown Stations. | 2011 | 2014 | City Planning, Development & Transport | 3.2.4 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|----------------------|---|-----------------|----------------------|
| Accessible Bus Stops | Undertake improvement works to bus stops to ensure 55% compliance by December 2012 with the requirements of the Standards for Accessible Public Transport | City Operations | 3.2.5 |
| Road Renewal Program | Renewal and improvement of roadways within the City's LGA | City Operations | 3.4.2 |

Objective 3.3

Reduce negative impacts from transport on public space in the City Centre and villages

| |
|---|
| Action 3.3.1 Improve surface transport reliability in the City Centre. |
| Action 3.3.2 Increase access for sustainable transport modes. |
| Action 3.3.3 Manage car travel demand. |
| Action 3.3.4 Develop sustainable travel initiatives. |
| Action 3.3.5 Investigate transport pricing mechanisms to encourage sustainable travel. |
| Action 3.3.6 Develop a comprehensive parking strategy that supports land use, environmental and sustainability policies. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|--|---|------------|-----------------|--|----------------------|
| Integrated Parking Strategy Implementation | Develop an Integrated Parking Strategy for villages to enhance equity and better distribute access to parking | 2011 | 2014 | City Planning, Development & Transport | 3.3.6; 3.3.2; 3.3.5 |
| | Investigate the feasibility for a ticketless pay parking scheme | 2012 | 2014 | | |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|--|--|-----------------|----------------------|
| Bus operations and bus stops | Support the State in improving bus priority by removing obstacles to bus operations and improving access to bus stops as identified by operators. | City Operations | 3.3.1; 3.3.2 |
| Pedestrian, Cycling and Traffic Calming (PCTC) Plans | Implement traffic calming infrastructure improvements in Redfern, Chippendale, Glebe, Forest Lodge, City East, Surry Hills, Centennial Park, Paddington, Newtown and Erskineville. | City Operations | 3.3.2; 3.3.3; 3.4.2 |
| Parking Compliance | Utilise enforcement activities to ensure turnover and improve safety and accessibility of city parking. | City Operations | 3.3.1; 3.3.3; 3.4.1; |

Objective 3.4

Increase public transport use and reduce traffic congestion on regional roads

Action 3.4.1 Develop a road hierarchy and management plan for major corridors.

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|----------------------|--|------------|-----------------|--|----------------------|
| Major Road Corridors | Develop management plans for major feeder corridors to the city (mostly State roads) including public transport, cycling, walking and traffic safety targets for advocacy with the NSW State Government. | 2013 | 2015 | City Planning, Development & Transport | 3.4.1; 3.2.1; 3.2.2 |

Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

| Key Performance Indicator | Unit | 09/10 result | 10/11 result | 12/13 target | Responsibility |
|--|------|--------------|--------------|--------------|--|
| Parking and road management | | | | | |
| <i>Encourage use of more environmentally friendly and sustainable means of travel in the city</i> | | | | | |
| Total number of car share parking spaces in the city (program to date) | No. | 173 | 286 | 396 | City Operations |
| Proportion of resident drivers who are members of car share schemes | % | - | - | - | City Planning, Development & Transport |
| Roads maintenance | | | | | |
| <i>Optimise the lifespan of City road and footpath assets, and improve street safety and accessibility</i> | | | | | |
| Road renewal program | m2 | 106,962 | 106,982 | 80,000 | City Operations |

4. A city for walking and cycling



Sustainable Sydney 2030:

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

Sustainable Sydney 2030 Targets:

- *At least 10% of city trips will be made by bicycle and 50% of trips by pedestrian movement*
- *Every resident in the City of Sydney will be within a three minute walk (250m) of continuous green links that connect to the Harbour Foreshore, Harbour Parklands, Moore or Centennial or Sydney Parks*

City of Sydney responsibilities:

People choosing to walk and cycle in the City require safe, direct, accessible and attractive networked paths that connect them conveniently to their destinations. The City is responsible for providing walking and cycling paths and advocating to Governments and developers the benefits of providing supporting infrastructure that improves user amenity.

Choosing walking and cycling is sustainable, take pressure off congested road and public transport networks and is healthy.

The City will work to normalise walking and cycling and highlight the convenience and ease with which the switch from car or public transport can be made. The City aims to take walking and cycling from health or sports-based activity to a legitimate, convenient and preferred mode of travel within and to the City for short to medium trips.

Key Functions and Services

The functions and services of the City of Sydney which primarily relate or contribute to the Objectives of this Strategic Direction include:

- City Transport and Access
- Cycling Strategy
- Parks Inspections
- Public Domain Assessment
- Road Safety Education
- Roads and Footways Maintenance
- Roads and Pedestrian Areas Management
- Traffic Management

Objective 4.1

A network of safe, linked pedestrian and cycleways integrated with green spaces throughout both the City and Inner Sydney

| |
|---|
| Action 4.1.1 Deliver the Cycling Strategy and Pedestrian Strategy and their respective plans (Liveable Green Network). |
| Action 4.1.2 Work with partners, owners, agencies and authorities to develop and implement the Liveable Green Network in the City and extend it to Inner Sydney. |
| Action 4.1.3 Advocate, negotiate and prepare design plans for a continuous foreshore path between Glebe and Rushcutters Bay and from the harbour at Glebe, to Botany Bay, Rosebery and beyond. |
| Action 4.1.4 Continue to ensure walking and cycling facilities and networks are provided and designed to be safe and meet the needs of everyone. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|---------------------------------------|---|------------|-----------------|--|----------------------|
| Liveable Green Network Implementation | Develop Liveable Green Network implementation strategy and priority works plan to guide investment and integrate with village centre and transport planning. | 2011 | 2013 | City Planning, Development & Transport | 3.4.1; 3.2.1; 3.2.2 |
| | Progressively implement priority projects to improve pedestrian and cycling connectivity across the local government area, including the widening of footpaths, implementation of partial road closures, and linking Green Spaces to the City Centre. | 2011 | 2018 | City Operations | 4.1.1, 4.1.2, 4.1.4 |
| | Develop and implement the Integrated Cycling Network works program for delivery of 200km of cycleways by 2021, including 55km of separated paths, connecting across and through the city. | 2011 | 2021 | City Projects & Property | 4.1.1, 4.1.2, 4.1.4 |
| | Shared Cycle Paths, Bourke Street Shared Path, Elizabeth & Chalmers Street Shared Path, Sydney Park Road Shared Path. | 2012 | 2013 | | |
| | Bourke Street North Cycleway Connections and Eastern Suburbs Connections | 2011 | 2013 | | |
| | George Street Redfern & Mandible with Botany Road | 2011 | 2014 | | |
| | Johnston Canal Pathway | 2008 | 2013 | | |
| | CBD East - West Cycleway Link | 2009 | 2013 | | |
| | Shepherd Street and Mountain Street | 2011 | 2014 | | |
| | Wayfinding Signage for Cycleway Network Stage 2 | 2012 | 2013 | | |
| | Wentworth Avenue Cycleway | 2011 | 2013 | | |
| | Wilson Street & Erskineville Road | 2011 | 2013 | | |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|-------------------------------|--|--------------------------|----------------------|
| Footpath Renewal Program | Renew and improve footpaths using sustainable materials. | City Operations | 4.1.4 |
| Network Cycleway Improvements | Network Cycleway Improvements | City Projects & Property | 4.1.4 |

Objective 4.2

Give greater priority to cycle and pedestrian movements and amenity in the City Centre

| |
|--|
| Action 4.2.1 Manage streets to encourage walking, cycling and the use of public transport. |
| Action 4.2.2 Advocate for the re-timing of traffic signals and phasing to give priority to pedestrians and bike riders. |
| Action 4.2.3 Advocate for the reduction of the speed limit in the City Centre to a maximum 40kph to improve safety and amenity. |
| Action 4.2.4 Implement part-time or full time road lanes and street closures where outdoor activities can be encouraged. |
| Action 4.2.5 Improve directional signs and education about pedestrian and cycling networks. |
| Action 4.2.6 Implement a public bicycle scheme. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|---|--|------------|-----------------|--|----------------------|
| Improved Waiting times for pedestrians and cyclists | Work with Transport NSW to decrease waiting time and overall trip time for bike riders and pedestrians on identified priority routes in the City Centre by changing traffic signal settings. | 2011 | 2013 | City Planning, Development & Transport | 4.2.2 |
| 40 km/h Speed Limits in the City Centre | Seek approval to reduce speed limit in the city centre to 40 km/h on thoroughfares and 10 km/h in shared/slow zones. | 2011 | 2013 | City Planning, Development & Transport | 4.2.3, 4.1.4 |
| Laneways in the City Centre | Identify and prioritise all proposed laneway, shared zone and slow zone proposals for the city centre and submit to Transport NSW for regulatory approval. | 2011 | 2013 | Chief Operations Office | 4.2.4 |
| Laneways in the City Centre Implementation | Implement the approved 10km/h shared zones, slow zones and laneways plus timed closures of other high pedestrian activity areas. | 2012 | 2015 | | 4.2.4 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|---|--|--|----------------------|
| Road Safety Program | Continually monitor and review road safety and interface with pedestrians and bike riders, including running awareness campaigns. | City Planning, Development & Transport | 4.2.1 |
| Street Share Strategy | Develop a Street Share Strategy that advocates for the provision of end of trip facilities at private buildings | City Engagement | 4.2.1 |
| | Implement the Street Share Strategy | | |
| 40 km/h Speed Limits in Residential and Villages areas. | Advocate on safety and amenity grounds to Transport for NSW for residential area and centre speed limits in all villages of 40 km/h. | City Planning, Development & Transport | 4.1.4 |
| Inner Sydney Bike Network Implementation | Continue to lobby the State to support surrounding councils to link their cycleways into the city network. | City Planning, Development & Transport | 3.1.3 |

Objective 4.3

Promote green travel for major workplaces and venues in the City of Sydney

| |
|--|
| Action 4.3.1 Establish or improve end of trip facilities to encourage walking and cycling. |
| Action 4.3.2 Investigate and develop a requirement for Green Travel Plans for major developments. |
| Action 4.3.3 Provide bike parking, showers and change facilities, where appropriate, for walkers and bike riders at City of Sydney buildings. |
| Action 4.3.4 Advocate for changes to the tax system to encourage incentive programs for employees who take sustainable transport to work. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|---|--|------------|-----------------|--|----------------------|
| Green Travel Facilities | Provide tenant bike parking, showers and other facilities at major City of Sydney buildings. | 2011 | 2013 | City Property & Projects | 4.3.1; 4.3.3; 4.3.4 |
| Sustainable Transport Plan Implementation | Implement the internal Sustainable Transport Plan and encourage reductions in vehicle and taxi trips by city staff | 2011 | 2013 | City Planning, Development & Transport | 3.3.3; 3.3.4 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|--|--|--|----------------------|
| Bicycle Parking | Provide bicycle parking on request from the public and as part of street upgrades. | City Projects & Property | 4.3.3 |
| Private End of Trip Facilities | Advocate for the provision of end of trip facilities at private buildings | City Planning | 4.3.1 |
| Sustainable Transport Options Advocacy | Advocate to Federal and NSW State Government for a broad range of sustainable transport options and incentives and greater funding of public transport infrastructure. | City Planning, Development & Transport | 4.3.4 |

Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

| <i>Key Performance Indicator</i> | <i>Unit</i> | <i>09/10 result</i> | <i>10/11 result</i> | <i>11/12 (12/13) target</i> | <i>Responsibility</i> |
|---|-------------|---------------------|---------------------|-----------------------------|--|
| Cycleways | | | | | |
| <i>A network of 55km of separated cycle ways and another 145km of other bicycle facilities which link people to their preferred destinations to encourage cycling as the preferred means of transport for work and leisure purposes</i> | | | | | |
| Length of separated cycleways provided annually | km | 6 | 4.77 | 9 | City Projects & Property |
| Length of on-road cycleways provided/upgraded annually | km | 0.52 | - | 6 | City Projects & Property |
| Length of shared paths provided/upgraded annually | km | - | 3.62 | 12 | City Projects & Property |
| Growth in cycling activity at key intersections around the City of Sydney (100 key intersections) | % | - | 54 | 25 | City Planning, Development & Transport |
| Bicycle parking spaces provided by the City | No. | - | - | - | City Projects & Property |
| Footpaths | | | | | |
| <i>Optimise the lifespan of City footpath assets, and improve street safety and accessibility</i> | | | | | |
| Area of pedestrianised space created | m2 | - | - | 1,000 | City Planning, Development & Transport |
| Footway renewal program | m2 | 43,659 | 37,930 | 25,000 | City Operations |
| Granite infill project | m2 | - | - | 3,000 | City Operations |
| Footway replaced by green verge | m2 | - | - | - | City Operations |



5. A lively and engaging city centre

Sustainable Sydney 2030:

The City Centre's international iconic status will be maintained and enriched with an inviting streetscape and vibrant public spaces.

Sustainable Sydney 2030 Targets:

There are no 2030 targets for this strategic direction

City of Sydney responsibilities:

Sydney is a great city with a magnificent harbour and the green spread of the Domain and Royal Botanic Gardens. But its heart is congested, choking on the noise and fumes of traffic. We need to unlock the centre of the City so that it becomes a place people will want to go, and a place that welcomes everybody – workers, children, old people, and students.

Truly great cities attract people to their centres through the provision of safe and attractive public spaces and a vibrant city lifestyle.

City of Sydney is committed to delivering a public square at Town Hall as part of the three city squares concept. We will work to attract small businesses to further activate the streets and lanes. We have already been successful in advocating for changes to licensing laws to allow small bars and restaurants.

We will work to implement a vision for our City which includes more places for people to enjoy, and more activities that enliven the streets.

Key Functions and Services

The functions and services of the City of Sydney which primarily relate or contribute to the Objectives of this Strategic Direction include:

- CCTV Management
- Customs House Management
- Laneways and Fine Grain Strategy
- Late Night Economy
- Regulatory Services
- Strategy and Economic Development

Objective 5.1

Strengthen the city centre's public domain identity and create more places for meeting, rest and leisure

| |
|---|
| Action 5.1.1 Plan for George Street as a north-south central spine in the City Centre connecting 3 new squares at Circular Quay, Town Hall and Central; with priority for public transport, cycling and pedestrians. |
| Action 5.1.2 Investigate solutions and controls to limit and reduce vehicle access to the North-South central spine. |
| Action 5.1.3 Develop a public space improvement strategy to enhance streets and squares in the City Centre. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|--|---|------------|-----------------|-------------------------|----------------------|
| City Transformation - George Street urban design and public art plan | Develop an urban design concept and draft tender specification for George Street including a public art plan. | 2011 | 2013 | Chief Operations Office | 5.1.1 |
| Circular Quay Square Master Plan | Provide strategic input (design principles) into the State Government's long term master plan for Circular Quay Square | 2011 | 2014 | Chief Operations Office | 5.1.1 |
| City Centre Public Space Improvement Program | Develop a city centre public domain improvement program that identifies long term spaces and streets that require improvements | 2012 | 2014 | Chief Operations Office | 5.1.3 |
| | Develop concept designs and briefs for city centre public spaces, including Sydney Square, Queens Square, Regimental Square, Barrack Street and Richard Johnson Square. | 2011 | 2014 | | |
| Public Space Public Life Study | Undertake an interim review of Gehl Public Space Public Life Sydney 2007 report (5 year review) and 2017 (10 year review) | 2012 | 2013 | Chief Operations Office | 5.1.3 |

Objective 5.2

Provide active civic spaces across the city centre attractive to all.

| |
|---|
| Action 5.2.1 Investigate, model and develop the three new squares as primary focal points, supported by appropriate civic services and activation programs. |
| Action 5.2.2 Undertake cultural mapping to identify opportunities for cultural, entertainment and hospitality precincts around existing venues, and facilitate by appropriate development controls, street level lighting, signage and paving. |
| Action 5.2.3 Investigate and create civic spaces and strategies to activate them. |
| Action 5.2.4 Investigate technology services (e.g. free Wi-Fi) to activate public spaces. |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|----------------|--|--------------------------|----------------------|
| City Life | Support festivals, celebrations and other community activities through the provision of grants and sponsorships and the management of the Busking Policy to increase the cultural and street life of the city community. | City Culture & Community | 7.2.3, 7.2.5 |
| | Support and promote the diversification of the night time economy through activities in the City centre. | City Culture & Community | |

Objective 5.3

Manage and strengthen the mix of active frontages and precincts in the City Centre.

| |
|---|
| Action 5.3.1 Maintain and enhance the integrity of the built heritage of the western precinct. |
| Action 5.3.2 Enhance and retain the distinctiveness of Chinatown in the Haymarket precinct. |
| Action 5.3.3 Identify other precincts which are distinctive or potentially distinctive. |
| Action 5.3.4 Promote laneway precincts. |
| Action 5.3.5 Support Sydney as Australia's main retail destination. |

| Major project | Deliverables | Start date | Complete date | Responsibility | 2030 Action linkages |
|---|---|------------|---------------|----------------------------|----------------------|
| Laneways public domain improvements | Deliver improvements to the streetscapes and public areas of city lanes in accordance with the adopted Laneways Revitalisation program. | 2011 | 2014 | City Projects and Property | 5.3.4; 5.4.3 |
| Chinatown public domain improvements | Deliver the next phase of the Chinatown Public Domain improvement plan (Thomas and Hay Streets). | 2011 | 2014 | City Projects and Property | 5.1.2 |
| City Centre Public Domain Precinct Planning | Prepare Public Domain Precinct Plans for Retail Core, Town Hall precinct, Northern commercial, City South and western edge. | 2011 | 2013 | Chief Operations Office | 1.1.3; 1.1.4; 1.1.6 |
| | Develop briefs for priority projects for Chinatown, Harbour Village North (including Barangaroo) and Observatory Hill. | 2012 | 2017 | Chief Operations Office | 5.1.2 |

Objective 5.4

Support the development of small scale spaces for cultural, creative, retail and small business on streets and lanes.

| |
|---|
| Action 5.4.1 Encourage buildings to be built to the street edge with active, externally focused frontages for small retailing. |
| Action 5.4.2 Develop ways to encourage existing building owners to build to street edges. Fill in empty colonnades and activate blank building edges with retail activity on streets and laneways. |
| Action 5.4.3 Consider the conversion to 'grand retail' or 'grand hotels' for landmark city buildings. |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|-----------------------------|---|-------------------------|----------------------|
| Laneways Business Approvals | Work with relevant authorities and partners to streamline the processes for approving set up of new small bars and other fine grain businesses in City laneways. Provide guides and make available information to the public. | Chief Operations Office | 1.5.1; 5.6.1; 9.4.1 |

Objective 5.5

Support the development of appropriate small businesses and diverse new bars and restaurants in the City Centre.

| |
|---|
| Action 5.5.1 Develop 'City Centre Business Diversity' criteria to attract and encourage businesses in the City Centre. |
| Action 5.5.2 Maintain a small business grants program and align to the City Centre Business Diversity criteria when developed. |
| Action 5.5.3 Investigate creating City of Sydney assisted or funded business incubators. |
| Action 5.5.4 Monitor the implementation of new liquor licensing laws and promote further reforms needed. |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|---------------------------------|---|-------------------------|--|
| Laneways and Finegrain Business | Generate and service business leads for prospective laneway businesses, and support new small business start ups through use of Laneways and Finegrain Business Grants, and other incentive programs. | Chief Operations Office | 5.3.4; 5.4.1; 5.4.3; 5.5.1; 5.5.2; 5.6.1 |
| | Promote, in partnership with other relevant authorities, the agreed criteria to guide and manage the revitalisation of the City's laneways and fine grain spaces. | Chief Operations Office | 5.3.4; 5.4.1; 5.4.3; 5.5.1; 5.5.2; 5.6.1 |

Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

| <i>Key Performance Indicator</i> | <i>Unit</i> | <i>09/10 result</i> | <i>10/11 result</i> | <i>12/13 target</i> | <i>Responsibility</i> |
|--|-------------|---------------------|---------------------|---------------------|--------------------------|
| City centre public life | | | | | |
| <i>Strengthen the City's public domain identity and create more places for meeting, rest and leisure</i> | | | | | |
| Amount of footway dining in the city centre (total) | m2 | 2,539 | 2,475 | 2,600 | City Projects & Property |
| Laneways reactivation | | | | | |
| <i>Reactivate Sydney's laneways as a vital part of public life in the City</i> | | | | | |
| Small bars opening across the local government area | No. | - | 41 | - | Chief Operations Office |



6. Vibrant local communities and economies

Sustainable Sydney 2030:

Building communities and local economies by supporting diversity and innovation in the City's Villages

Sustainable Sydney 2030 Targets:

- *The level of community cohesion and social interaction will have increased based on at least 45% of people believing most people can be trusted*
- *Every resident will be within a 10 minute (800m) walk to fresh food markets, childcare, health services and leisure, social, learning and cultural infrastructure*

City of Sydney responsibilities:

Our land use planning activities, community and economic development, community programs and services, transport management and provision of parks and recreation areas provide opportunities for people live, work and play safely and harmoniously in the city. The city is unique among local government areas in that it is made up of local villages, as well as the global city centre. This means that we have local residents, a large workforce population and a large number of daily visitors. The city needs to be safe for everybody and provide opportunities for all. As part of our commitment to children, a childcare needs assessment will be conducted to help provide and plan for the changing demands of the community. There are also many local organisations that provide direct services to communities. The City of Sydney works to support those organisations. We provide direct funding to organisations through our community grants programs.

The City of Sydney's Social Policy 2006 sets out our responsibilities for community development, community services and community facilities as:

The City has a strong commitment to social justice and equality, demonstrated through policies and services aimed at improving the quality of life of all people who reside and work in the city. The City values its diverse communities, recognises the worth of all people.

The City builds strong and positive relationships and partnerships with local community organisations and seeks to assist them to be independent, responsive to local needs, and to fulfil their service delivery goals.

The City provides community facilities and services that enhance the quality of life of all by providing accessible, quality, safe, needs-based and multi-functional spaces for people to come together for social, cultural, educational, recreational, and civic activities. the City aims to use its resources to try and fill gaps in service delivery on a needs basis.

The City works to ensure the appropriate and equitable development and use, of indoor and outdoor community facilities, to enable access unrestricted by financial or social constraints.

The City of Sydney Social Plan 2006-2010 contains information about who is in the community and levels of need and relative disadvantage. A new social sustainability strategy is being developed to update the Social Plan.

Key Functions and Services

The functions and services of the City of Sydney which primarily relate or contribute to the Objectives of this Strategic Direction include:

- Aquatic Centres
 - CCTV Management
 - Children's Services
 - Community Centres
 - Community Development
 - Companion Animal Education
 - Health and Building Services
 - Homeless Services
 - Integrated Community Facilities Planning
 - Living Colour Floral Displays
 - Meals on Wheels
 - Library Services
 - Over 55 Services
 - Parks and Open Spaces Bookings
 - Parks Maintenance
 - Private Property Tree Management
 - Safe City
 - Sculpture and Water Feature Maintenance
 - Social Policy and Programs
 - Social Strategy
 - Venue Hire
 - Youth Services
 - Strategy and Economic Development
 - Volunteering Coordination
- [also relates to other relevant Strategic Directions]*

Objective 6.1***Maintain and enhance the role and character of the Villages and places.*****Action 6.1.1** Ensure that City of Sydney planning, policies and programs support a sustainable City of Villages.

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|--|--|-------------------|------------------------|--------------------------|-----------------------------|
| Village Centre Plans | Complete Village Plans and develop an integrated reporting mechanism. | 2012 | 2013 | City Culture & Community | 6.1.1; 6.2.1 |
| Green Square Community Plan | Complete the plan and review service delivery to meet the plan objectives. | 2011 | 2013 | City Culture & Community | 6.1.1 |
| Plans of Management for Community Land | Adopt Plans of Management for all Community Land in the city. | 2011 | 2013 | City Projects & Property | 6.1.1 |

Objective 6.2

Create a network of Village Centres as places for meeting, shopping, creating, learning and working for local communities

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|---|
| Action 6.2.1 Develop Villages and local places to support community needs and the role and future character of community life. |
| Action 6.2.2 Prepare a Community Facilities Plan for community assets, facilities and elements consistent with the future role and character of the Village Centres. |
| Action 6.2.3 Investigate technologies such as Wi-Fi to activate the village parks and open spaces. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|---------------------------------------|---|------------|-----------------|--------------------------|--|
| Integrated Community Facilities Plan | Complete and implement the Integrated Community Facilities Plan to guide the capital works program for community facilities [ongoing to 2030]. | 2011 | 2015 | City Projects | 6.2.1; 6.2.2; 6.2.3; 6.3.1; 6.3.3; 6.3.4 |
| Village Public Domain Plans | Complete and implement village public domain improvement plans for Harbour North and develop strategy for future plans arising from Village Plans | 2011 | 2015 | Chief Operations Office | 6.2.1 |
| Green Square Library and Civic Square | Develop and manage the Green Square Library and Civic Square public domain plan | 2012 | 2014 | Chief Operations Office | 6.2.1 |
| Sydney Town Hall | Clock tower upgrade and external façade works | 2011 | 2015 | City Projects & Property | 9.3.4 |
| Burton Street Tabernacle | Adaptive reuse and refurbishment of the Tabernacle. | 2011 | 2013 | City Projects & Property | 9.3.4 |
| Community Facilities Upgrades | Erskineville Town Hall external works | 2011 | 2013 | City Projects & Property | 6.2.2 9.1.3; 9.2.6; 9.3.7 |
| | Glebe Town Hall upgrade | 2011 | 2013 | | |
| | Paddington Town Hall upgrade | 2011 | 2013 | | |
| | Kings Cross Library and Neighbourhood Service Centre Upgrade | 2011 | 2013 | | |
| | Heffron Hall Upgrade | 2012 | 2014 | | |
| | Juanita Nielsen Community Centre | 2011 | 2015 | | |
| | Green Square Community Centre and Library | 2011 | 2020 | | |
| Oxford Street Property Plan | Oxford Street Property Plan includes Foley Street upgrade. | 2012 | 2014 | | |
| William Street Property Plan | William Street Property Plan | 2012 | 2014 | | |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|--|---|------------|----------------------------------|--------------------------|----------------------|
| Village Main Streets Improvement Program | Crown, Cleveland and Baptist Street intersection upgrade – Stage 1 priority works will be completed 2012 – Stage 2 long term works 2014 | 2011 | 2012 (Stage 1) 2014 (Stage 2) | City Projects & Property | 6.2.1, 6.2.4 |
| | King Street Newtown Smart Poles | 2011 | 2013 | | |
| Accessibility Upgrades | Accessibility upgrades to City of Sydney community buildings | 2011 | 2015 | City Projects & Property | 6.2.1 |
| Youth Facilities | Waterloo Oval Youth Facility | 2011 | 2013 | City Projects & Property | 6.2.1 |
| Parks and Open Space Upgrades | Belmore Park | 2011 | 2014 | City Projects & Property | 6.2.1 |
| | Victoria Park Improvements | 2013 | 2015 | | |
| | Hyde Park Plan of Management works | 2011 | 2015 | | |
| | Glebe Foreshore stage 5 and stage 6 | 2011 | 2014 | | |
| | Woolloomooloo pocket parks and public spaces, including lighting and paving. | 2011 | 2015 | | |
| Small Playgrounds and Pocket Parks | Parks general Capital works Oxford St East Road Closure Parks (Napier Street) | 2011 | 2013 | City Projects & Property | 6.2.1 |
| Pool and Leisure Centre Upgrades | Perry Park | 2011 | 2016 | City Projects & Property | 6.2.1 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|----------------------|---|--------------------------|-------------------------|
| Community Facilities | Encourage access to community facilities for use by community groups for meetings, activities and events. | City Culture & Community | 6.3.2; 6.3.4; 7.2.4; |

Objective 6.3

Provide accessible community-level social infrastructure, services and programs across the City

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| Action 6.3.1 Prepare a city-wide Social Sustainability Strategy to ensure services and programs meet local community needs. |
| Action 6.3.2 Establish partnerships and programs to improve social outcomes among diverse communities. |
| Action 6.3.3 Investigate ways to increase community involvement in improving local areas and economies. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|--------------------------------|---|------------|-----------------|--|----------------------|
| Social Sustainability Strategy | Complete and implement the Strategy and update the Strategy with data from the 2011 Census and other sources. | 2011 | 2013 | City Culture & Community | 6.3.1 |
| Physical Activity Strategy | Develop a Physical Activity Strategy for the City's aquatic facilities, parks and open space areas. | 2011 | 2014 | City Operations | 6.3.2 |
| Childcare Facilities | Additional childcare facilities at Darlinghurst. 277 Bourke Street Property | 2011 | 2014 | City Culture & Community City Projects & Property | 6.2.1 |
| | Investigate the development of new childcare sites in high demand areas | 2011 | 2014 | City Culture & Community City Projects & Property | 6.2.1 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|--|--|--------------------------|----------------------|
| Child Care Services 0-5 year olds | Provide long day child care services in Alexandria, two extended hours' preschools in Glebe, and occasional child care services in Redfern for children 0-5. | City Culture & Community | 6.3.2 |
| | Undertake annual assessment of child care needs in the City. | | |
| Child Care Services for 5-12 year olds | Provide after school and holiday care for 5-12 year olds in The Rocks, Pyrmont and Ultimo, as well as three after school and holiday drop in activity programs in Surry Hills, Woolloomooloo and Redfern. | City Culture & Community | 6.3.2 |
| Library Services | Provide programs and services that respond to the changing needs of the community | City Culture & Community | 6.5.1; 6.5.2 |
| | Develop and implement systems, procedures and staff tools that deliver an accountable and responsive library infrastructure that delivers best practice services and programs. | | |
| History and Heritage | Develop exhibitions and public programs to showcase the Civic Collection. Curate and develop the collection in line with the Curatorial Policy. | City Culture & Community | 9.3.4 |
| | Produce and promote local and oral histories and provide historical research to assist in City decision-making. | | |
| Security and Emergency Management | Support police to rapidly assess and respond to situations through 24 hour monitoring of street activities and provision of CCTV footage. | City Operations | 6.3.2 |
| | Work with the community to build capacity to respond to and recover from emergencies. | | |
| | Develop and implement emergency management plans for all Council community facilities and properties | | |
| Community Safety | Work with community, police, residents, local businesses and other stakeholders to implement location or community specific strategies and initiatives to improve safety, prevent crime and anti-social behaviour. | City Culture & Community | 6.3.2 |
| Alcohol Related Crime | Monitor and respond to levels of alcohol related anti-social behaviour and violence. Manage existing alcohol free zones, alcohol prohibited areas and public requests for new zones/areas. | City Culture & Community | 6.3.2 |
| Volunteering | Provide and support opportunities to volunteer for all members of our diverse communities in a range of activities across City of Sydney functions. | City Culture & Community | 6.3.2 |
| Ageing in the Community | Provide a range of Healthy Ageing activities and services through the GOLD program to support people Over 55 to live active, independent and connected lives. | City Culture & Community | 6.3.3 |
| Youth Program | Deliver recreational, educational and vocational programs to young people aged 12 – 24 years old. | City Culture & Community | 6.3.3 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|--|---|-----------------|----------------------|
| Major Venues and Open Spaces | Provide opportunities for community events and celebrations through use of City of Sydney's major venues (Sydney Town Hall, Barnet Long Room and Paddington Town Hall), and facilitate and support local community celebrations in the City's parks, open spaces, and streets. | City Operations | 6.3.2 |
| Responsible Companion Animal Ownership | Promote and provide free microchipping and discounted companion animal registration fees for pensioners. Work with other agencies to promote pet desexing, including reduced fees for pensioners and transport to and from vets. Provide free dog obedience training courses for residents. | City Operations | 6.3.2 |
| | Manage and patrol the City of Sydney's off-leash parks and significant on-leash recreational parks, to educate dog owners about their rights and responsibilities, monitor safety and the amenity of the parks and report unsafe or potentially unsafe situations. | | |

Objective 6.4

Develop and support local economies and employment

Action 6.4.1 Investigate economic development strategies for Village Centres.

Action 6.4.2 Support and facilitate pathways to training and employment in the local community.

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|--|---|------------|-----------------|-------------------------|----------------------|
| Economic Development Plans | Investigate the need for and develop economic development programs to support entrepreneurs and small business | 2012 | 2014 | Chief Operations Office | 6.4.1; 6.4.2 |
| | Investigate the need for and develop programs to support Aboriginal economic development initiatives | 2012 | 2014 | | |
| Floorspace and Employment Survey Reporting | Analyse and report on the results of the five-yearly Floorspace and Employment Survey for each Village business precinct | 2012 | 2013 | | |
| Village Business Precinct Studies | Develop precinct studies for each Village business precinct, incorporating the findings from the Floorspace and Employment Survey | 2012 | 2013 | | |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|------------------------------------|--|--------------------------|----------------------|
| Economic Development | Provide precinct and business partnership support to encourage small businesses to operate in main streets through the provision of grants, business development advice and economic information. | Chief Operations Office | 6.4.1 |
| | Work with local businesses and the community to develop priority precincts including Oxford Street and William Street | City Culture & Community | 6.4.1 |
| | Work with the Roll Up Redfern Working Group to implement the recommendations of the Redfern Business Precinct Study. | Chief Operations Office | 6.4.1 |
| Training, Education and Employment | Deliver and support initiatives that improve training, education, enterprise programs and employment outcomes for our diverse communities. Provide pathways into employment for our most disadvantaged community members. Build opportunities for lifelong learning and new experiences. | City Culture & Community | 6.4.1 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|-----------------------------|--|--|----------------------|
| Late Night Trading Premises | Inspect and monitor late night trading premises (including trials) to ensure compliance with regulations and development consents, in addition to addressing community concerns and safety. Continue night inspection activity and joint inspection operations with Police and Office of Liquor and Gaming, focussing on high risk premises. | City Planning, Development & Transport | 1.5.1; 5.6.1 |
| Building Inspections | Inspect premises that are the subject of enquiries, regarding building construction works and use and initiate appropriate, effective and prompt action where necessary to ensure compliance with EP&A Act and conditions of consent. | | |
| Public Health Inspections | Deliver a program of public health inspections targeted at high-risk premises | | 1.5.1; 5.6.1 |
| Public Health Education | Provide access to educational information and seminars for relevant operators on public health matters related to food safety, legionella control, swimming pool and spa pool education and skin penetration practices. | | |
| Fire Safety | Ensure compliance with fire safety regulations through regular monitoring of properties, investigation of complaints, and monitoring of the City's Annual Fire Safety Statement Register. | | |

Objective 6.5

Improve the quality of high density living in apartment buildings

| |
|--|
| Action 6.5.1 Promote public discussion on issues relating to improved amenity for high density living. |
| Action 6.5.2 Investigate community development programs to improve the practical day to day management of high density living, and to build community cohesion. |
| Action 6.5.3 Support legislative reform for better apartment living including strata management. |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|---------------------------|---|--------------------------|----------------------|
| Apartment Living Strategy | Complete and implement an apartment living strategy. | City Culture & Community | 6.5.2; 6.5.3 |
| | Define and implement strategies to promote public discussion of issues with living in density / strata. | City Culture & Community | 6.5.1 |

Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

| Key Performance Indicator | Unit | 09/10 result | 10/11 result | 12/13 target | Responsibility |
|--|------|--------------|--------------|--------------|--------------------------|
| Local economies | | | | | |
| <i>Develop and support local economies and employment</i> | | | | | |
| Amount of footway dining in the Village Centres | m2 | 2,905 | 2,914 | 3,206 | City Projects & Property |
| Aboriginal and Torres Strait Islander people in training/employment/enterprise programs supported by the City | No. | 158 | 688 | - | City Culture & Community |
| Libraries and learning | | | | | |
| <i>Provide equal access to information and knowledge to support a life-long learning culture for residents, businesses and visitors to the City</i> | | | | | |
| Library members | No. | 37,477 | 32,034 | - | City Culture & Community |
| Items borrowed from libraries | No. | 1,476,580 | 1,263,120 | - | |
| Visitors to libraries | No. | 1,246,100 | 1,201,370 | - | |
| Children's services | | | | | |
| <i>Provide affordable, safe, stimulating and educational activities and programs for children to enhance their positive growth and development, and assist families in balancing workforce and community life participation (*KPI applies only to the City of Sydney's 4 directly-provided child care centres. The City also leases 26 other child care centres to other providers).</i> | | | | | |
| Families supported through City of Sydney provided child care services | No. | 1,127 | 1,147 | 1000 | City Culture & Community |
| Community health and wellbeing | | | | | |
| <i>Provision of quality recreational facilities and open space as places to meet, socialise and to engage in passive and active recreation activities</i> | | | | | |
| Usage –v- capacity of sports fields (booked use) (hours used –v- hours available) | % | 92 | 89.75 | 85 | City Operations |
| Open space per capita (measured annually) | m2 | 21.5 | 21.02 | 24 | Chief Operations Office |
| Area of parks and open space managed by the City of Sydney (measured annually) | Ha | 188.53 | 188.5 | 190 | City Operations |
| Attendances at aquatic and leisure centres | No. | 1,281,090 | 1,275,360 | 1,300,000 | |

| Key Performance Indicator | Unit | 09/10 result | 10/11 result | 12/13 target | Responsibility |
|--|-------------|---------------------|---------------------|----------------------|--------------------------|
| Over 55 | | | | | |
| <i>Residents over 55 years old are healthy, active, independent and connected– These are new indicators starting in 2012</i> | | | | | |
| GOLD participants surveyed who undertake 30 minutes or more physical activity 4 or more times per week | % | - | - | Trend upward | City Culture & Community |
| GOLD participants surveyed who reported GOLD had improved their quality of life | % | - | - | Trend upward | |
| Meals on Wheels clients interviewed reporting they have a healthier diet | % | - | - | (80) | |
| Clients interviewed who reported that participating in Meals on Wheels improved their physical and/or social well-being | % | - | - | (75) | |
| Youth Services | | | | | |
| <i>Programs and activities to support and empower youth of the City of Sydney – These are new indicators starting in 2012</i> | | | | | |
| Young people participating in the planning and delivery of National Youth Week | No. | - | - | (30) | City Culture & Community |
| People who participated in pathways to employment programs | No. | - | - | | |
| People who received paid employment following the completion of pathways to employment programs | % | - | - | 50 | |
| Key Performance Indicator | Unit | 09/10 result | 10/11 result | 12/13 target/ | Responsibility |
| Community support | | | | | |
| <i>Support the community to improve access to services to reduce disadvantage and build relative equality, and try to fill gaps in service delivery on a needs basis</i> | | | | | |
| Value of Quick Response Grants (Cash) | \$ | 3,545,500 | 3,362,800 | - | City Culture & Community |
| Value of approved Reduced Rates Major Venues (VIK) | \$ | - | - | - | |
| Value of approved Reduced Rates Community Venues (VIK) | \$ | - | - | - | |
| Value of approved Banner Grants and Sponsorship Program (VIK) | \$ | - | - | - | |
| Community groups that use community centres and venues | No. | 280 | 287 | - | |
| Total bookings by community groups using community centres and venues | No. | - | 6,861 | - | |
| City-provided programs and partnership programs held at community centres | No. | - | 2,150 | 2,087 | |
| Attendances at programs and partnership programs held at community centres | No. | - | 230,873 | 241,863 | |
| Total overall attendance at community centres | No. | - | - | - | |
| Health promotion events or activities relating to the promotion of healthy choices and the reduction of drug and alcohol related harm | No. | - | - | 6 | |
| Young people who participated in sports programs supported by the City | No. | - | - | 480 | |
| Participants in computer training programs at all libraries and centres | No. | 760 | 793 | 1,200 | |

| Key Performance Indicator | Unit | 09/10 result | 10/11 result | 12/13 target | Responsibility |
|--|------|--------------|--------------|--------------|-----------------|
| Companion Animals* | | | | | |
| <i>Support and educate the community in responsible pet ownership and assist residents to meet their obligations under the NSW Companion Animals Act</i> | | | | | |
| Dog obedience courses held per annum. | No. | - | - | 4 | City Operations |
| Dogs and cats impounded (less is better) | No. | 225 | 199 | - | |
| Animals reclaimed by their owners | No. | 32 | 84 | - | |
| Animals rehoused from the shelter | No. | 52 | 105 | - | |
| Animals euthanized at the pound and external Veterinary Clinics | No. | 87 | 40 | - | |
| Dog attacks * | No. | 91 | 87 | - | |
| Dog was subsequently declared dangerous | No. | 5 | 3 | - | |
| Hours per quarter in parks on proactive inspections | No. | - | - | 885 | |

* Companion animal KPIs are in line with reporting to the Department of Local Government

* A dog attack can include any incident where a dog rushes at, attacks, bites, harasses or chases any person or animal (other than vermin), whether or not any injury is caused to the animal or person (as defined by the DLG).



7. A cultural and creative city

Sustainable Sydney 2030:

A creative life where people can share traditions and lifestyles – celebrating Aboriginal and Torres Strait Islander culture, diversity and community.

Sustainable Sydney 2030 Targets:

There are no 2030 targets for this strategic direction

City of Sydney responsibilities:

The artistic and cultural life of a city is its heart and soul. Artistic and creative expression inspires, confronts, challenges, entertains and delights us as individuals and as a community. It provides emotional, intellectual and personal enjoyment to both the artists and the audiences.

It is particularly important to recognise and celebrate the traditional and living Aboriginal and Torres Strait Island culture.

City of Sydney provides spaces for artists to work and to show their wares. We use city streets, buildings, parks and other areas in the public domain to make art more accessible for the people of the city. The City of Sydney is one of the largest free events producers in Australia. We produce cultural events and celebrations that are accessible and open to everybody to encourage a sense of identity and place, and which foster understanding of the diversity of Sydney's people and cultures.

Through our sponsorships and grants programs we seek to empower artists and communities to find their own creative expression, and manage their own performance.

Key Functions and Services

The functions and services of the City of Sydney which primarily relate or contribute to the Objectives of this Strategic Direction include:

- Cultural Development
- Curatorial and Historical Research
- Events Management
- Film Permits
- Strategy and Economic Development
- Public Art Management

Objective 7.1

Provide cultural leadership and strengthen cultural partnerships

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|---|
| Action 7.1.1 Develop a City of Sydney Cultural Strategy |
| Action 7.1.2 Undertake a cultural audit of the City which is based on international benchmarks, to inform the Cultural. Strategy |
| Action 7.1.3 Establish partnerships with other governments to coordinate support for the cultural calendar of major events and cultural development. |
| Action 7.1.4 Investigate creating a centre to showcase design, culture and the built environment as well as providing exhibition and forum space. |
| Action 7.1.5 Develop partnerships with the universities to involve them in cultural development, creative industries and applied research. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 actions linkages |
|--|---|------------|-----------------|--------------------------|-----------------------|
| Cultural Strategy | Develop a City Cultural Policy | 2011 | 2013 | City Culture & Community | 7.1.1 |
| Public Art Policy and George Street Strategy | Guidelines for Public Art in New Development. | 2012 | 2014 | Chief Operations Office | 7.1.2 |
| | George Street Public Art Strategy | 2012 | 2013 | | |
| City Spaces and Laneway | Laneway Art 2012/2013 – develop and manage program implementation | 2012 | 2013 | | |
| Public Art Project Development | Chinatown Public Art Strategy – Implementation and Brief Development | 2011 | 2013 | | |
| | Develop a Public Art Implementation Plan and project briefs to direct the delivery of temporary and permanent public art | 2012 | 2015 | | |
| | Green Square Public Art Strategy and Town Centre Plan | 2012 | 2013 | | |
| Cultural Ribbon | Develop a strategy to reinforce the identity and interpret landmarks along the Cultural Ribbon and connections between cultural institutions. | 2012 | 2014 | | |
| Development Opportunities | Support communities through the provision of funding and sector development opportunities. | 2012 | 2015 | City Culture & Community | 7.1.2 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|-----------------------|--|--------------------------|----------------------|
| Cultural Partnerships | Develop marketing strategy for integrated promotion of City cultural programs as a whole including public art, cultural events, cultural program sponsorship leverage, cultural policy development | City Engagement | 7.1.3 |
| | Produce unique events that enhance and develop the City's creativity and utilise and promote the City's cultural communities in their development. | City Culture & Community | 7.1.4 |

Objective 7.2

Support cultural activity, participation and interaction

Action 7.2.1 Prepare a Public Art Strategy which reinforces the opportunity to integrate the work of artists in the City's streets and public spaces.

Action 7.2.2 Prepare an Events Strategy which links to the creative economy and enhances the use of the City's streets, laneways and public spaces.

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 actions linkages |
|--|--|------------|-----------------|--------------------------|-----------------------|
| Events Strategy | Develop a City of Sydney Events Strategy with Destination NSW. | 2011 | 2013 | City Culture & Community | 7.2.2 |
| | Provide logistic and creative support, as required, for occasions of local and state significance. | 2012 | 2015 | | |
| Art and About | Deliver and further develop the Art & About program to showcase creative activities in public spaces. – change from program to project | July 2012 | Dec 2012 | City Culture & Community | 7.2.1 |
| | Effectively deliver 2012 Art & About events | July 2012 | Dec 2012 | | |
| Financial and in Kind Sponsorship Partnerships | Develop opportunities for financial and in kind business partnerships for the City's events and banners. | 2012 | 2015 | City Culture & Community | 7.2.2 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|----------------------------------|--|--------------------------|----------------------|
| Public Art | Implement the City Art Public Art Strategy to deliver permanent and temporary public art and to conserve and maintain the existing public art collection across the local government area. | City Projects & Property | 7.2.1 |
| | Facilitate the Public Art Advisory Panel to advise on public art projects and programs. | Chief Operations Office | 7.2.1 |
| Art and Performance | Support street theatre and art displays in the City's streets and public spaces. | Chief Operations Office | 7.2.3; 7.2.5 |
| | Deliver and further develop the Art & About program to showcase creative activities in public spaces. | City Culture & Community | 7.2.3; 7.2.5 |
| Cultural and Creative Activities | Provide programs, classes and events at local community centres to develop community capacity and participation in cultural and creative activities by culturally diverse participants. | City Culture & Community | 7.2.4 |

| | | | |
|---|--|--------------------------|-------|
| Cultural Grants, Sponsorship and Partnerships | Provide direct financial grants and/or value in kind support to a range of cultural groups | City Culture & Community | 7.2.2 |
|---|--|--------------------------|-------|

Objective 7.3

Support the development of creative industries

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|--|
| Action 7.3.1 Develop a Creative Industry Strategy. |
| Action 7.3.2 Establish a Creative Spaces Strategy to provide access to studio spaces in the City. |
| Action 7.3.3 Establish a Creative Industry Forum. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 actions linkages |
|----------------------------------|---|------------|-----------------|--------------------------|-----------------------|
| Cultural Ribbon | Support and promote the City's cultural identity with a Sydney harbourside cultural walking trail that links Sydney's leading cultural landmarks. | 2011 | 2014 | Chief Operations Office | 5.3.2; 7.3.1 |
| Creative Industries Action Plan | Implement priority projects from the adopted Creative Industries Action Plan to support the economic growth of the creative industries sector. | 2012 | 2015 | Chief Operations Office | 7.3.1 |
| Cultural and Creative Enterprise | Support cultural and creative enterprise in the City. | 2012 | 2015 | City Culture & Community | 7.3.1; 7.3.2; 7.3.3 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|--|---|--------------------------|--|
| Creative Spaces and Creative Industries | Work with the corporate sector, neighbouring local councils, and other levels of government to facilitate publicly and privately owned spaces for use by the arts community and creative industries to support creative 'hubs'. | City Culture & Community | 1.4.2; 7.2.1; 7.3.1; 7.3.2; 7.3.3; 7.3.4; 7.3.5; 7.3.6 |
| | Work with government and relevant peak bodies to support, enhance and encourage the development of cultural and creative industries. | | |
| Commercial Creative Events Sponsorship Program | Through the Commercial Creative Events Sponsorship Program, secure and support major events that deliver creative and economic outcomes for the City. | Chief Operations Office | 7.3.1; 7.3.2; 7.3.3 |

Objective 7.4

Encourage the appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression

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| Action 7.4.1 Ensure the City of Sydney Cultural Strategy incorporates Aboriginal and Torres Strait Islander arts, public art and design. |
| Action 7.4.2 Maintain a formal City of Sydney Aboriginal and Torres Strait Islander Advisory Panel. |
| Action 7.4.3 Develop the Eora Journey framework. |
| Action 7.4.4 Support and advocate for an Australian Aboriginal and Torres Strait Islander Cultural Centre. |
| Action 7.4.5 Establish a local Aboriginal and Torres Strait Islander Cultural Centre. |
| Action 7.4.6 Develop a Signature Event that brings a new focus on the understanding and celebration of Aboriginal and Torres Strait Islander culture in the City. |
| Action 7.4.7 Investigate and develop a public domain plan that expresses Aboriginal and Torres Strait Islander culture. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|----------------|---|------------|-----------------|--------------------------|--|
| Eora Journey | Continue work in support of a cultural centre and major event celebrating Aboriginal and Torres Strait Islander culture and community. | 2011 | 2015 | City Culture & Community | 7.4.4 |
| | Develop an implementation plan with priority actions to interpret and recognise key sites of Aboriginal cultural significance in the public domain. | 2011 | 2012 | Chief Operations Office | 1.6.1, 7.1.1, 7.1.4, 7.1.5, 7.2.3, 7.4.1 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|------------------------|--|--------------------------|----------------------|
| Eora Journey Framework | Research and develop Aboriginal history content in support of the Eora Journey framework | City Culture & Community | 7.4.3 |

Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

| <i>Key Performance Indicator</i> | <i>Unit</i> | <i>08/09 result</i> | <i>09/10 result</i> | <i>11/12 target</i> | <i>Responsibility</i> |
|--|-------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Aboriginal and Torres Strait Islander culture | | | | | |
| <i>Encourage the appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression</i> | | | | | |
| Aboriginal and Torres Strait Islander cultural projects supported by the City | No. | 19 | 21 | 25 | City Culture & Community |

Culture and creativity

A comprehensive report will be prepared on the grant and sponsorship programs and will be reported in the annual report.

8. Housing for a diverse population

Sustainable Sydney 2030:

A wider range of housing so people who provide vital City services can afford to live in the City.

Sustainable Sydney 2030 Targets:

- *There will be at least 138,000 dwellings (48,000 additional dwellings) in the city for an increased diversity of household types, including a greater share of families*
- *7.5% of all housing in the city will be social housing, and 7.5% will be affordable rental housing delivered by not-for-profit or other providers*

City of Sydney responsibilities:

The quantity and affordability of housing is dependent on a lot of factors, including availability of land, construction costs, state government taxes, mortgage interest rates, and location.

The City of Sydney has two primary roles in encouraging a mix of housing types – planning and facilitating partnerships.

The City Plan (LEP and DCP) is the City of Sydney's strategic land use planning document. This document should be finalised in 2012 and undergoes continuous review for compliance with *Sustainable Sydney 2030* objectives. We will make amendments to the plan as and when necessary to address issues as they arise. Through our City Plan we set the zoning to identify where and how residences can and should be built. We use our planning controls to identify the character of the villages, and provide guidance on what developments should look like. There are parts of the city where our planning controls require a contribution towards new affordable housing, which can be a monetary contribution.

While it is not the City of Sydney's role to directly provide or manage affordable rental housing stock, it is important that we support state and federal government initiatives to expand affordable rental and social housing. It is also important that the City identifies opportunities, partners and leads by example to provide affordable rental housing.

Even so, changes in the housing market take time. The effect of state and federal housing policy typically affect the housing market slowly as different sectors of the economy adjust their own policies to complement those of the government. Changes may be imperceptible or misleading over short periods of time and are therefore not something that can or should be monitored quarterly with the corporate plan. This will be monitored through our *Sustainable Sydney 2030* reports every 4 years.

In 2030 the City of Sydney local government area is forecast to have 134,000 dwellings. Applying the targets set by *Sustainable Sydney 2030*, 7.5% of all housing in the city will be social housing (10,050 social housing dwellings in 2030) and 7.5% will be affordable housing (8,000 new affordable dwellings by 2030) delivered by not-for-profit or other providers.

Key Functions and Services

The functions and services of the City of Sydney which primarily relate or contribute to the Objectives of this Strategic Direction include:

- Homeless Services
- Statutory Planning and LEP
- Strategic Planning
- Subdivision Assessment
- Urban Renewal

Objective 8.1

Facilitate the supply of housing by the private market

| |
|---|
| Action 8.1.1 Address unnecessary barriers to residential development by the private market. |
| Action 8.1.2 Ensure substantial future residential development at major renewal sites. |
| Action 8.1.3 Provide physical and social infrastructure to meet the needs of residents in a timely way. |
| Action 8.1.4 Monitor the availability of private and public land for residential development. |
| Action 8.1.5 Work with Inner City Councils and State Government to ensure a good supply of land for residential development. |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|-----------------------------|---|-------------------------|----------------------|
| Affordable Housing Advocacy | Advocate for affordable rental housing in private sector development. | Chief Operations Office | 8.1.1; 8.1.4 |

Objective 8.2

Ensure that housing developments provide a diversity of housing opportunities for different lifestyle choices and household types

| |
|--|
| Action 8.2.1 Develop and promote an affordable Housing Strategy for Sydney and inner Sydney. |
| Action 8.2.2 Explore new ways to ensure that planning instruments facilitate a mix of housing types to ensure social diversity. |
| Action 8.2.3 Ensure new residential development is well designed and provides for people with a disability or limited mobility and is adaptable for use by different household types. |

The above objectives are addressed by the City Plan

Objective 8.3

Ensure that a substantial proportion of housing is aimed at the lower end of the market

| |
|---|
| Action 8.3.1 Encourage the development industry to develop innovative housing models that result in lower priced housing. |
| Action 8.3.2 Ensure there are no unnecessary barriers to the supply of lower cost accommodation types. |
| Action 8.3.3 Develop a strategy to monitor and maintain the supply of boarding houses and bedsit/studio accommodation in the City; support boarding house operators and facilitate the development of new boarding houses. |

The above objectives are addressed by the City Plan

Objective 8.4

Facilitate and promote growth in the ‘affordable rental housing’ sector including by not-for-profit and other housing providers

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|---|
| Action 8.4.1 Support the Not-for-Profit sector in providing affordable rental housing. |
| Action 8.4.2 Investigate new affordable rental housing pilot project in partnership with the not-for-profit and community housing sector. |
| Action 8.4.3 Investigate the benefits and opportunities of expanding existing inclusionary zones for affordable rental housing to fund the not-for-profit and community housing sectors, such as expansion in future renewal areas or on all commercial development across the City. |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|--------------------------|---|--|---|
| Affordable Housing Sites | Work in partnership with the community housing sector, Housing NSW and the private sector to identify potential affordable rental housing sites across the local government area. | City Projects & Property | 8.1.3; 8.2.1; 8.2.3; 8.3.1; 8.4.1; 8.4.2; 8.4.3; 8.5.2; 8.6.1; 9.1.1; 9.1.3 |
| | Investigate City owned properties with a view to preparing appropriate sites for sale to the affordable housing development market. | | |
| | Investigate planning controls to secure supply of affordable rental housing. | City Planning, Development & Transport | 8.1.3; 8.2.1; 8.2.3; 8.3.1; 8.4.1; 8.4.2; 8.4.3; 8.5.2; 8.6.1 |

Objective 8.5

Facilitate and promote growth in the social housing sector to provide housing opportunities for those with very low incomes

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|--|
| Action 8.5.1 Work in partnership with the Department of Housing on its public housing renewal projects. |
| Action 8.5.2 Identify and initiate social housing and affordable housing projects for people with additional needs. |
| Action 8.5.3 Advocate increased investment in social housing in the City by other governments. |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|-----------------------------------|--|--------------------------|--|
| Woolloomooloo Place-based Project | Reduce homelessness in Woolloomooloo by combining the resources and efforts of multiple stakeholders in the area to implement the actions from the Woolloomooloo plan. | City Culture & Community | 8.1.4; ;8.2.1; 8.3.1; 8.3.3; 8.4.3; 8.5.3; 8.6.2; 9.6.4; 9.6.5 |

Objective 8.6

Promote partnerships and develop advocacy strategies for the delivery of housing for very low through to moderate income households

| |
|--|
| Action 8.6.1 Work with all stakeholders to develop models of construction and delivery of affordable housing to demonstrate how partnerships could work across the City. For example, in areas such as Glebe, Barangaroo and Redfern and Waterloo, with Sydney Harbour Foreshore Authority and the Sydney Metropolitan Development Authority (formerly Redfern Waterloo Authority). |
| Action 8.6.2 Promote the need for and benefits of housing diversity and low income housing. |
| Action 8.6.3 Ensure programs and services are in place to support people with low incomes in public housing. |

This Objective is addressed by the City Plan.

Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

| Key Performance Indicator | Unit | 09/10 result | 10/11 result | 12/13 target | Responsibility |
|---|------|--------------|--------------|--------------|--|
| Affordable rental housing | | | | | |
| <i>Protect existing affordable housing and facilitate new affordable housing in the City to provide for social, cultural, environmental and economic sustainability</i> | | | | | |
| Affordable rental housing units resulting from affordable housing levy - Ultimo/Pyrmont (measured annually). <i>Target at end of scheme (not specific date): 600</i> | No. | 446 | - | - | City Planning, Development & Transport |
| Affordable rental housing units resulting from affordable housing levy – Sydney Metropolitan Development Authority | No. | - | - | - | |
| Affordable housing units resulting from affordable housing levy - Green Square (measured annually). <i>Target at end of scheme (not specific date): 330</i> | No. | 102 | - | - | |
| Affordable housing units resulting from other (non-levy) means (measured annually) | No. | - | - | - | |
| Homelessness | | | | | |
| <i>Prevent the incidence of homelessness through better service co-ordination, improved services, and advocacy. End chronic homelessness in the inner-city by 2017</i> | | | | | |
| No. of people assisted to exit homelessness into long term housing or secure supported accommodation | No. | - | 44 | 60 | City Culture & Community |
| No. of people who were prevented from becoming homeless | No. | - | 248 | 200 | |
| Percentage of people who received the required assistance from HPIC on day they needed it | % | - | - | 75 | |
| Number of dwellings made available as a result of project efforts | No. | - | - | 30 | |
| Conduct twice yearly Street Counts to determine the number of people sleeping Rough in the Local Government Area | No. | - | - | - | |

9. Sustainable development renewal and design

Sustainable Sydney 2030:

High quality urban design will bring liveability and greater sustainability.

Sustainable Sydney 2030 Targets:

There are no 2030 targets for this strategic direction

City of Sydney responsibilities:

Sustainability is not only a specific strategic direction; it is the philosophy that underpins everything in *Sustainable Sydney 2030*. By achieving the objectives set throughout this Corporate Plan – for improved environmental performance, innovative green infrastructure, better and more efficient transport, walking and cycling facilities, adequate and efficient housing, and more vibrant communities, we will achieve sustainable development throughout the city.

As there are objectives and benchmarks for sustainability throughout this corporate plan, this section identifies how we will use our planning and regulatory powers to set controls and targets for renewal. Our assessment and regulation activities will ensure that those standards are met, and that all development whether residential or commercial, is appropriate to its broader setting.

We will work closely with the NSW State Government and the private sector in redevelopment of renewal areas, particularly areas such as Barangaroo, Green Square, Ashmore Estate and Harold Park to ensure they are places for people. We have a dedicated management structure in place to oversee these renewal sites to ensure that all sustainability initiatives come together. These areas need to be developed to encourage an active street life, and to become models of sustainable renewal which show us all how we can decrease our environmental footprints.

Key Functions and Services

The functions and services of the City of Sydney which primarily relate or contribute to the Objectives of this Strategic Direction include:

- Architectural and Landscape design
- Building Compliance
- Building Services
- Construction Site Regulation
- Development Application Assessment & Advice
- Environmental Health
- Fire Safety
- Late Night and Licensed Premises Inspections
- Public Domain Design
- Public Domain Lighting
- Statutory Planning and LEP
- Strategic Planning
- Street Tree Management
- Subdivision Assessment
- Urban Renewal

Objective 9.1

Ensure renewal areas make a major contribution to the sustainability of the City

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|--|
| Action 9.1.1 Set sustainability targets for individual renewal areas. |
| Action 9.1.2 Undertake broad analyses of urban renewal in order to prioritise economic, environmental, social and cultural sustainability. |
| Action 9.1.3 Encourage renewal areas to demonstrate step changes in environmental performance, housing affordability, sustainable transport and reduction in car ownership. |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|--|---|-------------------------|----------------------|
| Major Urban Renewal Site Contribution | Investigate reporting frameworks for the contribution of major urban renewal sites towards Sustainable Sydney 2030 targets. | Chief Operations Office | 9.1.1, 9.1.3 |
| Renewal Oversight, Coordination and Advocacy | Identify urban renewal opportunities and work with the NSW State Government and the private sector in redevelopment of renewal areas, particularly areas such as Barangaroo, the Fraser's Central Park, Ashmore Estate, Harold Park and Green Square to ensure they are places for people, and that all sustainability initiatives come together. | Chief Operations Office | 9.1.1; 9.1.3; 9.6.1 |

Objective 9.2

Define and improve the City's streets, squares, parks and open space, and enhance their role for pedestrians and in public life

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|---|
| Action 9.2.1 Undertake comprehensive public domain planning to define the long-term street and lane network, location of squares and public places and open space system, initially focusing on renewal areas. |
| Action 9.2.2 Undertake strategic land acquisition or require dedication of land to implement public domain planning. |
| Action 9.2.3 Create generous channel-side open space and parkland links to Green Square along water canals. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|---------------------------------------|---|------------|-----------------|--|--|
| Public Domain Design Codes | Develop public domain design codes for Sydney Streets, Sydney Lights, Sydney Parks, Sydney Signs and Sydney Landscape. | 2011 | 2013 | Chief Operations Office | 1.1.4; 1.1.6; 1.3.1; 1.6.3; 3.4.1; 4.1.2; 4.1.4; 4.2.5; 5.1.1; 5.1.2; 5.2.1; 5.3.2; 5.3.4; 5.4.2; 5.4.3; 6.2.1; 6.2.4; 7.2.4; 7.2.5; 9.2.1; 9.2.5; 9.3.2 |
| Open Space and Recreation Needs Study | Review the City's previous Open Space and Recreation Needs Study. | 2014 | 2015 | | |
| Wayfinding and Signage Strategy | Develop the public domain Wayfinding and Signage Strategy to facilitate pedestrian movement across the local government area. | 2011 | 2013 | | |
| Public Domain Furniture | Develop concept designs / prototypes for public domain furniture. | 2012 | 2013 | | |
| Public Space Requirements | Define the public space requirements for urban renewal sites for city south. | 2012 | 2013 | City Planning, Development & Transport | 9.2.1; 9.1.2 |

Objective 9.3***Plan for a beautiful city and promote design excellence***

| |
|---|
| Action 9.3.1 Prepare Public Domain Interface Guidelines to define desired street edge conditions. |
| Action 9.3.2 Move towards ‘block planning’, including simple building envelope controls over heights, setbacks and bulk. |
| Action 9.3.3 Promote the design of integrated infrastructure to contribute to the public domain. |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|-----------------------|---|-------------------------|----------------------|
| Design Advisory Panel | Facilitate the Design Advisory Panel to provide expert advice on public domain, park projects and major development applications. | Chief Operations Office | 9.3.6; 9.3.7 |

Objective 9.4***Ensure new development is integrated with the diversity and ‘grain’ of the surrounding city***

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|---|
| Action 9.4.1 Establish Fine Grain Development Guidelines |
| Action 9.4.2 Review development controls against Fine Grain Principles and Guidelines. |

This Objective is addressed by the City Plan.

Objective 9.5

Ensure planning decisions address longer term options for the City

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| Action 9.5.1 Identify and plan for strategic sites to maximise economic, social, environmental and cultural benefits. |
| Action 9.5.2 Investigate railways, including above Central Station where the potential for entertainment, exhibition and convention facilities would benefit from co-location with Central Station. |
| Action 9.5.3 Identify development opportunities in airspace above roads, rail and other infrastructure in Darling Harbour in conjunction with long term planning for Barangaroo. |
| Action 9.5.4 Identify renewal and regeneration opportunities in and around Department of Housing areas. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|--------------------------|--|------------|-----------------|----------------------------|----------------------|
| Green Square Town Centre | Coordinate and manage implementation of essential infrastructure and green infrastructure for Green Square Town Centre and support City involvement in State Agency Steering Group(s). | 2011 | 2020 | Chief Operations Office | 9.1.1; 9.1.3; 9.6.1 |
| Barangaroo | Manage City interface with Barangaroo Development Authority and Lend Lease to facilitate alignment and integration with the city and relevant City projects including Harbour Village North Plan, Integrated Community Facilities Plan and Transport Plan. | 2011 | 2020 | | |
| Epsom Park Precinct | Complete public infrastructure concept plan for Epsom Park Precinct and facilitate scoping of City projects stemming from this. | 2011 | 2013 | | |
| Ashmore Estate | Manage delivery of Ashmore Estate concept design for public infrastructure and facilitate scoping of City projects stemming from this. | 2011 | 2013 | | |
| Pymont Land Transfers | Negotiate with Sydney Harbour Foreshore Authority, Department of Planning and Lend Lease for the handover and City acceptance of public assets at Pymont. | 2011 | 2013 | | |
| Harold Park | Coordinate and manage implementation of Harold Park essential infrastructure, open space and green infrastructure. | 2011 | 2015 | City Projects and Property | 9.1.1; 9.1.3; 9.6.1 |

Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

| <i>Key Performance Indicator</i> | <i>Unit</i> | <i>09/10 result</i> | <i>10/11 result</i> | <i>12/13 target</i> | <i>Responsibility</i> |
|--|-------------|---------------------|---------------------|---------------------|--|
| Development Assessments | | | | | |
| <i>Continually improve development controls and approvals processes</i> | | | | | |
| Average assessment time for development applications (DAs, modifications of consent, including joint applications - <i>Government target of 40 days</i>). | Days | 47.2 | 47.1 | 40 | City Planning, Development & Transport |
| Average assessment times of notified DAs (including s96) determined from time of lodgement. (<i>Target is for 95% of applications</i>) | Days | 52.9 | 50.5 | 60 | |
| Average assessment times of non notified DAs (includes s96) determined from date of lodgement. (<i>Target is for 95% of applications</i>) | Days | 23.1 | 22.1 | 30 | |
| Average assessment times for Footway Usage Applications determined from date of lodgement. (<i>Target is for 95% of applications</i>) | Days | - | 56.9 | 60 | |
| Average processing time for construction certificates | Days | 7.4 | 7.5 | 10 | |

10. Implementation through effective governance and partnerships



Sustainable Sydney 2030:

Partnerships across government, business and community; leadership in local, national and global city forums.

Sustainable Sydney 2030 Targets:

There are no 2030 targets for this strategic direction.

City of Sydney responsibilities:

Governance encompasses the systems, processes, policies and practices of the City to deliver efficient and effective decisions, services and facilities so that it meets the objectives of Sustainable Sydney 2030. Effective governance results in better quality decision making. The City also strives to increase the transparency of its decision-making and therefore its accountability.

In order to not only effectively implement the actions from Sustainable Sydney 2030, but ensure that the underlying philosophy is embedded into the organisational culture of the City of Sydney, it is important that we continue to find new ways of working in partnership with all stakeholders. The City of Sydney is committed to extending our levels of influence to encourage the NSW State Government and others to help us achieve Sustainable Sydney 2030.

The City of Sydney has made a commitment, through its work on Sustainable Sydney 2030, to work in partnership, to be open and accountable to the community we serve and to clearly show how we are implementing the 2030 Vision. As an organisation we will act as leaders for the broader community, providing guidance and demonstrating through our own activities how sustainability principles can be embedded in all our operations.

Key Functions and Services

The functions and services of the City of Sydney which primarily relate or contribute to the Objectives of this Strategic Direction include:

- Asset Management Planning & Systems
- Community Engagement
- Council Business and Councillor Support
- Customer Services
- Document & Information Access Management
- Facility Management
- Financial Management
- Information Technology
- Insurance Management
- Internal Audit
- City Conversations
- Communications and Media
[also relates to all other Strategic Directions]
- Legal Services
- Marketing *[also relates to all other Strategic Directions]*
- Procurement
- Property Management
- Partnerships and Protocol
- Publishing Services
- Rates Management
- Risk Management
- Workforce Services
- Governance
- Compliance
- Occupational Health and Safety

Objective 10.1

Align corporate planning and organisational arrangements to deliver Sustainable Sydney 2030 priorities

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| Action 10.1.1 Investigate and establish place making arrangements as appropriate to the requirements of Sustainable Sydney 2030. |
| Action 10.1.2 Develop the capacity of the resources and systems of the organisation to deliver the principles, objectives and actions of Sustainable Sydney 2030. |
| Action 10.1.3 Establish models and technologies to identify how and where Sustainable Sydney 2030 targets are going to be achieved. |
| Action 10.1.4 Review the Sustainable Sydney 2030 Vision every four years. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|--|---|---|-----------------|----------------------------------|-----------------------|
| Integrated Planning and Reporting | Implement a sustainability reporting framework for the City of Sydney and the local government area. | 2011 | 2013 | Office of the CEO | 2.1.5; 10.1.3 |
| | Further refine and strengthen the City's integrated planning framework in line with evaluation of the adopted 2011 plans. | 2012 | 2013 | | 10.1.2 |
| | Refine and further integrate reporting requirements across the organisation for all projects and programs. | 2012 | 2013 | | 10.1.3; 10.1.4 |
| | Develop a revision of the Integrated Planning and Reporting plans for 2013/14 in line with the legislative requirements. | 2012 | 2013 | | 2.1.5; 10.1.3; 10.1.4 |
| Enterprise Risk Management | Implement an Enterprise Risk Management Framework with standard risk identification, rating and reporting structures across the organisation. | 2011 | 2013 | Legal & Governance | 10.1.2 |
| Corporate Governance | Implement a compliance policy and strategy. | 2011 | 2013 | | |
| | | Prepare and implement a corporate assurance plan. | 2011 | 2013 | |
| Property Asset Risk Management | Prepare and implement a comprehensive Workplace Health and Safety and Environmental risk management service to Property assets. Ensuring risks are linked to Safety Management System and Enterprise Risk, both tracked and actioned on regular basis | 2012 | 2013 | City Projects and Property | 10.1.2 |
| Organisational Development | Implement and monitor the impact of the Workforce Plan to support the delivery of Sustainable Sydney 2030 and plan for future workforce challenges. | 2011 | 2014 | Workforce & Information Services | 10.1.2 |
| Information, Communication and Technology Strategy | Implement approved priority projects from the Information, Communication and Technology Strategy. | 2012 | 2015 | Workforce & Information Services | 10.1.2 |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|---------------------------|--|------------|-----------------|-------------------------|----------------------|
| Project Management Office | Establish a project management office to build project management capability at the City of Sydney | 2012 | 2013 | Chief Operations Office | 10.1.2 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|---|--|--|--------------------------|
| Organisational Alignment with Sustainable Sydney 2030 | Continue to develop the organisation's structures and processes and systems to support the delivery of Sustainable Sydney 2030 and ensure that staff are informed and engaged in their role. | Office of the CEO Chief Operations Office | 10.1.2 |
| Sustainable Sydney 2030 Reporting | Provide regular reporting and major 4 yearly reports to the community on the progress of Sustainable Sydney 2030. | Office of the CEO | 2.1.5; 10.6.2; 10.6.5 |
| Internal Audit | Develop and implement a risk based and comprehensive Internal Audit plan for the City in accordance with the Internal Audit Charter. | Legal & Governance | 10.1.2 |
| Councillor Support | Ensure that Councillors have access to relevant information and assistance to enable them to fulfil their obligations to lead, govern and serve the community. | | |
| Community Indicators Framework | Monitor performance and report progress on the Community Indicators Framework | Office of the CEO | 10.1.3 |

Objective 10.2

Give priority to community involvement, engagement and partnerships with the City of Sydney

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|--|
| Action 10.2.1 Maintain and extend current consultation, engagement, education and information procedures. |
| Action 10.2.2 Foster and monitor the development of more democratic and engaged communities in the City. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|--|---|------------|-----------------|---|----------------------|
| City Website and E-Business | Complete redevelopment of a comprehensive web presence to enhance communication and services to the public. | 2011 | 2014 | City Engagement Workforce & Information Services | 10.2.1 |
| | Develop a customer database of persons and other key stakeholders to facilitate improved customer service | 2011 | 2014 | City Engagement Workforce & Information Services | 10.2.1 |
| | Develop an Online Business Gateway facility for customers and partners to do online business with the City. | 2011 | 2014 | Office of the CEO Workforce & Information Services | 10.2.1 |
| Community Access to Development Applications | Provide web access to the City's Development Assessment process and key development information. | 2011 | 2014 | City Planning, Development & Transport Workforce & Information Services | 10.2.1 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|---------------------------------------|--|-----------------|-----------------------|
| Community Engagement and Consultation | Consult with community, business and other key stakeholders to assist in the development and delivery of City of Sydney projects and services. | City Engagement | 9.2.4; 10.2.1; 10.2.2 |
| | Facilitate Community Forums, workshops and other activities to promote public participation and ensure all members of the community have an opportunity to provide input into Council decision making processes. | City Engagement | 9.2.4; 10.2.1; 10.2.2 |
| | Provide information online and deliver City Talks and other events to educate and encourage debate on issues relating to Sustainable Sydney 2030. | City Engagement | 9.2.4; 10.2.1; 10.2.2 |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|------------------------------|--|--------------------|----------------------|
| Customer Service | Develop and implement a Customer Service Strategy that will result in a consistently high level of service across the City's many delivery channels for external and internal customers. | City Engagement | 10.2.1 |
| Public Access to Information | Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible. | Legal & Governance | 10.2.1 |
| | Monitor compliance with privacy legislation to ensure that personal information held by the City is protected. | | |

Objective 10.3

Ensure the long term financial sustainability of the City of Sydney

| |
|--|
| Action 10.3.1 Integrate long term financial, asset and workforce planning to resource the delivery of Sustainable Sydney 2030 and ensure City of Sydney capacity. |
| Action 10.3.2 Investigate special rate levies for environmental, social and economic development priorities. |
| Action 10.3.3 Review scope of existing City of Sydney operations and ensure they deliver value for money against public sector benchmarks. |
| Action 10.3.4 Establish criteria for better agreements with other governments and agencies regarding funding. |
| Action 10.3.5 Expand revenues from commercial operations, property portfolio and other income generating assets. |
| Action 10.3.6 Investigate 'capital capture' where rezoning will increase land values and ways to share revenue. |
| Action 10.3.7 Review property development levies. |
| Action 10.3.8 Work with partners to prepare a position paper on new infrastructure financing approaches to finance Sustainable Sydney 2030 projects. |

| Major Projects | Deliverables | Start date | Completion date | Responsibility | 2030 Action linkages |
|------------------|---|------------|-----------------|-------------------------|----------------------|
| Asset Management | Complete the implementation of a corporate asset management system for the City's assets. | 2011 | 2014 | Chief Operations Office | 10.3.1 |
| | Refine and revise long term asset management plans for critical infrastructure assets. | 2011 | 2012 | | |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|------------------------------|---|-------------------|--|
| Business Performance | Undertake Capability 2030 reviews of business units and key business processes to ensure that they deliver on objectives and provide best practice and value for money. | Office of the CEO | 10.1.3; 10.3.4; 10.4.3; 10.6.2; 10.6.6 |
| Procurement | Ensure best practice procurement and contract management focused on value for money, minimised risk and improved sustainability. | Office of the CEO | 10.3.3 |
| Long Term Financial Planning | Simplify and refine the long term forecasting model to incorporate "business as usual" requirements and new initiatives / proposals. | Office of the CEO | 10.3.1; 10.3.2; 10.3.3; 10.3.4; 10.3.5 |

| | | | |
|---------------------------|--|--|---------------|
| Property Asset Strategy | Analyse property portfolio to reflect the City's strategic directions. | City Projects & Property | 10.3.1 |
| Development Contributions | Review current development contributions plans and update where necessary in light of recent planning reforms. | City Planning, Development & Transport | 9.4.1; 10.5.3 |

Objective 10.4

Establish and monitor partnerships for change

| |
|---|
| Action 10.4.1 Establish agreements between City of Sydney and State Government for delivery against Metropolitan Strategy, State Plan and other state policy objectives. |
| Action 10.4.2 Continue to work with the Council of Capital City Lord Mayors and engage with the Federal Government on investing in capital cities. |
| Action 10.4.3 Maintain and develop existing key relationships and respond to new partnership opportunities to implement Sustainable Sydney 2030. |
| Action 10.4.4 Maintain and develop relationship with inner city councils. |
| Action 10.4.5 Establish an International Relations function. |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|--|--|-------------------------|--|
| Local and Regional Government Partnerships | Strengthen local and regional government partnerships through consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community. Government partnerships include Southern Sydney Regional Organisation of Councils, Inner City Mayors Forum. | Office of the CEO | 10.4.1; 10.4.4; 10.7.1; 10.7.2 |
| Non-Government Partnerships | Develop and strengthen non-government partnerships through consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community. Partnerships include City of Sydney Business Forums, Industry Forums and Roundtable Discussions. | | |
| International Partnerships and Sister Cities | Utilise international partnerships and sister cities 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. Manage international delegations to provide positive cultural and economic outcomes for the City. | Office of the CEO | 1.2.3; 10.4.4; 10.4.5; 10.7.1 |
| State and National Partnerships | Strengthen state and national partnerships through consultation, advocacy and knowledge exchange to improve decision making and facilitate the achievement of shared objectives. Partnerships include Infrastructure Australia and the Council of Capital City Lord Mayors. | Office of the CEO | 10.1.2; 10.4.1; 10.4.2; 10.4.4; 10.4.5; 10.7.1; 10.7.2 |
| Knowledge Sydney Action Plan | Implement priority actions from the Education Action Plan; in collaboration with Sydney's education institutions, to support international students and promote Sydney's education and research sectors. | Chief Operations Office | 10.1.2; 10.4.1; 10.4.2; 10.4.4; 10.4.5; 10.7.1; 10.7.2 |
| Knowledge Exchange Network | Continue the knowledge exchange network with significant Australian and New Zealand Councils to facilitate the transfer of knowledge and best practice. | Office of the CEO | 10.4.3; 10.4.4 |

Objective 10.5

Participate in broader governance reform processes

| |
|--|
| Action 10.5.1 Participate in public debate on the future of local government in Sydney. |
| Action 10.5.2 Advocate for effective and sustainable governance arrangements across all levels of government. |

| Major Programs | Deliverables | Responsibility | 2030 Action linkages |
|-------------------|--|-------------------|---|
| Governance Reform | City of Sydney participation in forums at a state and federal level such as the National Urban Policy Forum and the Local Government Review Panel. | Office of the CEO | 10.4.3; 10.4.4; 10.4.5; 10.7.1; 10.7.2 |
| | Research and assess intergovernmental policy issues and make submissions to NSW State and Federal Government policy matters where appropriate. | | |

Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

NB These measures and their context are also shown in the Corporate Governance section of this plan

| Key Performance Indicator | Unit | 09/10 result | 10/11 result | 12/13 target | Responsibility |
|---|------|--------------|--------------|--------------|----------------------------------|
| Accountability and transparency | | | | | |
| GIPAA Formal Access Applications received | No. | - | 3 | - | Workforce & Information Services |
| GIPAA Formal Access Applications determined | | - | 1 | - | Legal & Governance |
| GIPAA Informal Access Applications received | No. | - | - | - | Workforce & Information Services |
| Subpoenas for information received | No. | - | - | - | Workforce & Information Services |
| Public Interest disclosures received | No. | - | - | - | Legal & Governance |
| Complaints processes | | | | | |
| Complaints upheld regarding code of conduct (measured annually) | No. | - | - | - | Legal & Governance |
| Complaints regarding corruption or maladministration by City staff upheld (measured annually) | No. | - | - | - | |
| Workforce | | | | | |
| Approved full time equivalent (FTE) establishment positions | No. | 1,744 | 1,768 | - | Workforce & Information Services |
| Vacancy rate (approved FTE positions) | % | 7.1 | 6.97 | - | |
| Lost time injuries | No. | - | - | - | Workforce & Information Services |
| Staff in formal further education (measured annually) | % | 5.2 | 6.06 | 5 | Workforce & Information Services |
| Customer service | | | | | |
| Calls received by customer call centres | No. | 243,282 | 238,313 | - | City Engagement |
| Calls answered within 20 seconds | % | 84 | 80 | 80 | |
| Calls completed at first contact | % | 70 | 67.64 | 70 | |
| Customer requests received | No. | 89,965 | 99,997 | - | |
| Customer requests actioned within agreed service standards | % | 94 | 95 | 95 | |
| Customer satisfaction from Mystery Shopper Survey (overall City of Sydney result) | % | 86 | 84 | 85 | |

- *Note that the Government Information (Public Access) Act (GIPAA) replaced the Freedom of Information Act on 1 July 2010 and as such, historical information is not comparable*



Four Year Financial Estimates

Corporate Plan Budget 2012/13 and forward estimates

The City's 2012/13 budget and ten year plan have been developed with a clear focus on the long term future of the City.

The City is committed to maintaining its long term financial sustainability and aims to achieve this through a prudent financial strategy which will satisfy community desires for services and facilities and deliver capital works outcomes.

The financial plan has been developed in accord with the following principles:

- Maintain diversity of income streams
- Adopt Minister's approved rate increases
- Tightly controlled operational expenditure
- Maintain staff FTE's at budget levels with minimal increases
- Implement key projects in Council's plans
- Deliver major capital works and programs to provide improved facilities, infrastructure and public domain works across the City

The tables on the following pages show the proposed budget for 2012/13 and the future estimates for the following three years. Further financial details in respect of future years, can be located within the Resourcing Strategy, which includes the Long term financial plan. Amounts shown in the financial statements are rounded to the nearest million dollars, unless otherwise stated.

BUDGETED INCOME STATEMENT

The City's financial accounts for 2012/13 will include income and expenditure items that arise from the application of International Financial Reporting Standards (AIFRS) and revaluation of fixed assets required by the Department of Local Government's Code of Accounting Practice and Financial Reporting. A major non cash item that may impact the City's financials results is the incremental increase / decrease arising from the annual market revaluation of the City's investment properties. The recognition of this valuation change will have no impact upon the budgeted funds available for the Council and is therefore excluded from the 2012/13 budget and future year's financial estimates.

Income Statement

| | \$'M | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|------|--------------|--------------|--------------|--------------|
| Income from Continuing Operations | | | | | |
| Revenue: | | | | | |
| Rates & Annual Charges | | 263.9 | 272.9 | 282.3 | 292.0 |
| Fees | | 90.1 | 92.7 | 95.3 | 98.0 |
| Interest Income | | 28.3 | 19.8 | 15.9 | 11.9 |
| Other Income | | 99.9 | 103.1 | 106.4 | 109.8 |
| Grants and Contributions provided for Capital Purposes | | 20.1 | 52.8 | 50.3 | 29.8 |
| Grants and Contributions provided for Operating Purpo | | 14.4 | 14.8 | 15.2 | 15.7 |
| Total Income from Continuing Operations | | 516.6 | 556.1 | 565.3 | 557.1 |
| Expenses from Continuing Operations | | | | | |
| Employee | | 180.6 | 186.0 | 191.6 | 197.4 |
| Borrowing | | 0.0 | 0.0 | 0.0 | 0.0 |
| Materials and Contracts | | 88.7 | 91.4 | 94.1 | 96.9 |
| Depreciation Expense | | 76.3 | 83.0 | 87.5 | 91.7 |
| Other Expenditure | | 98.9 | 99.9 | 102.9 | 106.1 |
| Total Expenses from Continuing Operations | | 444.6 | 460.4 | 476.2 | 492.1 |
| Net Operating Result for the Year | | 72.1 | 95.7 | 89.2 | 65.0 |

| OPERATING INCOME | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|----------------|----------------|----------------|----------------|
| \$M | | | | |
| Advertising Income | 6.4 | 6.6 | 6.8 | 7.0 |
| Aquatic Facilities Income | 2.5 | 2.6 | 2.6 | 2.7 |
| Building & Development Application Incom | 5.6 | 5.8 | 6.0 | 6.1 |
| Building Certificate | 1.5 | 1.5 | 1.5 | 1.6 |
| Child Care Fees | 2.0 | 2.1 | 2.1 | 2.2 |
| Commercial Properties | 57.8 | 59.7 | 61.8 | 63.8 |
| Enforcement Income | 40.4 | 41.6 | 42.8 | 44.1 |
| Grants and Contributions | 14.4 | 14.8 | 15.2 | 15.7 |
| Health Related Income | 1.3 | 1.4 | 1.4 | 1.5 |
| Library Income | 0.3 | 0.3 | 0.3 | 0.4 |
| Other Building Fees | 5.6 | 5.8 | 5.9 | 6.1 |
| Other Fees | 3.1 | 3.2 | 3.3 | 3.4 |
| Other Income | 0.6 | 0.6 | 0.6 | 0.6 |
| Parking Meter Income | 35.3 | 36.1 | 36.8 | 37.5 |
| Parking Station Income | 9.9 | 10.3 | 10.9 | 11.4 |
| Private Work Income | 4.5 | 4.6 | 4.8 | 4.9 |
| Rates & Annual Charges | 264.7 | 273.7 | 283.1 | 292.8 |
| Sponsorship Income | 0.6 | 0.6 | 0.6 | 0.6 |
| Venue/Facility Income | 5.5 | 5.7 | 5.8 | 6.0 |
| Work Zone / Filming | 5.5 | 5.7 | 5.8 | 6.0 |
| VIK Income | 1.0 | 1.0 | 1.0 | 1.1 |
| Total Income from Continuing Operations | 468.3 | 483.5 | 499.2 | 515.4 |
| OPERATING EXPENDITURE | | | | |
| Salaries and Wages | 146.9 | 151.3 | 155.8 | 160.5 |
| Other Employee Related Costs | 2.4 | 2.5 | 2.6 | 2.6 |
| Employee Oncosts | 6.0 | 6.2 | 6.4 | 6.6 |
| Agency Contract Staff | 5.0 | 5.2 | 5.3 | 5.5 |
| Superannuation | 14.3 | 14.7 | 15.1 | 15.6 |
| Travelling | 0.6 | 0.7 | 0.7 | 0.7 |
| Workers Compensation Insurance | 3.0 | 3.1 | 3.2 | 3.3 |
| Fringe Benefit Tax | 0.5 | 0.5 | 0.5 | 0.5 |
| Training Costs (excluding salaries) | 1.9 | 1.9 | 2.0 | 2.0 |
| Salary Expense | 180.6 | 186.0 | 191.6 | 197.4 |
| Bad & Doubtful Debts | 0.4 | 0.4 | 0.4 | 0.4 |
| Consultancies | 5.9 | 6.1 | 6.3 | 6.5 |
| Enforcement & Infringement Costs | 12.5 | 12.9 | 13.3 | 13.7 |
| Event Related Expenditure | 15.2 | 15.7 | 16.2 | 16.7 |
| Expenditure Recovered | (6.0) | (6.2) | (6.4) | (6.6) |
| Facility Management | 1.3 | 1.4 | 1.4 | 1.4 |
| General Advertising | 2.7 | 2.8 | 2.9 | 3.0 |
| Governance | 2.6 | 1.6 | 1.7 | 1.7 |
| Government Authority Charges | 20.9 | 21.5 | 22.2 | 22.8 |
| Grants, Sponsorships and Donations | 7.6 | 7.7 | 7.7 | 7.8 |
| Infrastructure Maintenance | 26.4 | 27.2 | 28.0 | 28.9 |
| Insurance | 3.4 | 3.5 | 3.6 | 3.7 |
| Interest Expense | 0.1 | 0.1 | 0.1 | 0.1 |
| IT Related Expenditure | 3.3 | 3.4 | 3.5 | 3.6 |
| Legal Fees | 3.3 | 3.4 | 3.5 | 3.6 |
| Minor Plant Purchase | 0.1 | 0.1 | 0.1 | 0.1 |
| Operational Contingencies | 3.6 | 2.1 | 2.1 | 2.1 |
| Other Asset Maintenance | 2.1 | 2.2 | 2.3 | 2.3 |
| Other Operating Expenditure | 9.1 | 9.4 | 9.6 | 9.9 |
| Postage & Couriers | 1.0 | 1.1 | 1.1 | 1.1 |
| Printing & Stationery | 3.1 | 3.2 | 3.3 | 3.4 |
| Project Management & Other Project Costs | 3.4 | 3.5 | 3.6 | 3.7 |
| Property Related Expenditure | 25.2 | 25.9 | 26.7 | 27.5 |
| Public Domain Enhancement Contributions | 1.7 | 1.8 | 1.8 | 1.9 |
| Service Contracts | 11.7 | 12.1 | 12.4 | 12.7 |
| Stores & Materials | 4.7 | 4.8 | 5.0 | 5.1 |
| Surveys & Studies | 3.3 | 3.4 | 3.5 | 3.6 |
| Telephone Charges | 2.6 | 2.7 | 2.8 | 2.9 |
| Utilities | 12.2 | 13.4 | 14.0 | 14.7 |
| Vehicle Maintenance | 3.2 | 3.3 | 3.3 | 3.4 |
| VIK Expenditure | 1.0 | 1.0 | 1.0 | 1.1 |
| Expenditure | 187.6 | 191.4 | 197.0 | 203.0 |
| Total Operating Expenditure (Excl Depreciation) | 368.3 | 377.4 | 388.7 | 400.4 |
| Operating Result | 100.0 | 106.0 | 110.5 | 115.0 |

Operating Budget

Organisation Summary - Operating Surplus (Before Depreciation, Interest and Capital Income)

| | 2012/13 | | | 2013/14 | 2014/15 | 2015/16 | |
|---|---------|--------------|--------------|---------------|---------------|---------------|---------------------------|
| | \$M | Income | Expenditure | | | | Op Surplus / (Deficit) |
| Chief Executive Office | | 0.4 | 11.7 | (11.3) | (11.6) | (11.9) | (12.3) |
| Office of the Lord Mayor | | 0.0 | 3.3 | (3.3) | (3.4) | (3.5) | (3.6) |
| Chief Executive Office | | 0.0 | 1.4 | (1.4) | (1.4) | (1.5) | (1.5) |
| Finance | | 0.4 | 7.0 | (6.6) | (6.8) | (7.0) | (7.2) |
| Legal and Governance | | 1.0 | 14.4 | (13.4) | (13.7) | (14.1) | (14.5) |
| Governance | | 0.0 | 3.8 | (3.8) | (3.9) | (4.0) | (4.1) |
| Legal Services | | 0.0 | 5.9 | (5.9) | (6.1) | (6.3) | (6.5) |
| Risk Management | | 1.0 | 4.6 | (3.6) | (3.7) | (3.8) | (3.9) |
| Chief Operations Office | | 1.8 | 19.0 | (17.2) | (17.7) | (18.2) | (18.7) |
| Chief Operations Office | | 0.0 | 1.4 | (1.4) | (1.4) | (1.5) | (1.5) |
| Sustainability | | 1.8 | 6.8 | (5.0) | (5.2) | (5.3) | (5.5) |
| Asset Strategy and Systems | | 0.0 | 0.4 | (0.4) | (0.4) | (0.4) | (0.4) |
| Strategy and Economic Development | | 0.0 | 6.0 | (6.0) | (6.1) | (6.3) | (6.4) |
| City Renewal | | 0.0 | 1.5 | (1.5) | (1.5) | (1.6) | (1.6) |
| City Design | | 0.0 | 3.0 | (3.0) | (3.1) | (3.2) | (3.3) |
| City Engagement | | 1.8 | 18.9 | (17.0) | (17.5) | (18.1) | (18.6) |
| Customer Service | | 1.7 | 6.4 | (4.7) | (4.9) | (5.0) | (5.2) |
| Communications | | 0.1 | 12.4 | (12.3) | (12.7) | (13.1) | (13.4) |
| City Culture and Community | | 11.6 | 53.0 | (41.4) | (42.5) | (43.7) | (44.9) |
| City Culture | | 4.5 | 30.4 | (25.9) | (26.6) | (27.3) | (28.0) |
| City Communities | | 2.1 | 9.9 | (7.8) | (8.1) | (8.3) | (8.6) |
| City Culture and Community Management | | 0.0 | 3.1 | (3.1) | (3.2) | (3.3) | (3.4) |
| Community Centres | | 2.0 | 4.5 | (2.6) | (2.7) | (2.7) | (2.8) |
| Children Services | | 3.0 | 5.0 | (2.0) | (2.0) | (2.1) | (2.1) |
| City Operations | | 116.1 | 154.2 | (38.1) | (39.9) | (41.3) | (42.8) |
| Venue Management | | 5.3 | 4.4 | 0.9 | 1.0 | 1.0 | 1.0 |
| Security & Emergency Management | | 3.2 | 4.7 | (1.5) | (1.6) | (1.6) | (1.7) |
| City Rangers | | 40.1 | 27.3 | 12.8 | 13.2 | 13.6 | 14.0 |
| Strategy and Assets Group | | 45.8 | 17.3 | 28.5 | 29.2 | 29.9 | 30.7 |
| Parks, Trees & Aquatic Facilities | | 2.6 | 22.2 | (19.6) | (20.2) | (20.8) | (21.4) |
| City Operations Management | | 0.0 | 0.6 | (0.6) | (0.6) | (0.7) | (0.7) |
| City Infrastructure | | 18.0 | 29.8 | (11.8) | (12.6) | (13.1) | (13.6) |
| Cleansing & Waste | | 1.0 | 47.9 | (46.9) | (48.3) | (49.8) | (51.3) |
| Workforce and Information Services | | 0.1 | 20.8 | (20.7) | (21.3) | (22.0) | (22.6) |
| Workforce Services | | 0.0 | 7.4 | (7.4) | (7.6) | (7.9) | (8.1) |
| Information Management | | 0.1 | 13.4 | (13.3) | (13.7) | (14.1) | (14.5) |
| Corporate Costs | | 263.9 | (3.7) | 267.6 | 279.9 | 290.2 | 300.8 |
| Corporate Costs | | 263.9 | (3.7) | 267.6 | 279.9 | 290.2 | 300.8 |
| City Planning, Development and Transport | | 13.4 | 32.9 | (19.5) | (20.1) | (20.7) | (21.3) |
| Health & Building | | 8.0 | 13.7 | (5.7) | (5.9) | (6.0) | (6.2) |
| City Planning | | 5.2 | 10.2 | (5.0) | (5.1) | (5.3) | (5.4) |
| City Plan Development | | 0.1 | 4.2 | (4.1) | (4.2) | (4.3) | (4.5) |
| City Access | | 0.0 | 4.7 | (4.7) | (4.9) | (5.0) | (5.2) |
| City Projects and Property | | 58.2 | 47.2 | 11.0 | 10.5 | 10.3 | 10.1 |
| City Property | | 58.2 | 40.6 | 17.6 | 17.3 | 17.2 | 17.2 |
| City Projects | | 0.0 | 6.6 | (6.6) | (6.7) | (6.9) | (7.1) |
| Council | | 468.3 | 368.3 | 100.0 | 106.0 | 110.5 | 115.0 |

SUMMARY OF INCOME AND EXPENDITURE BY PRINCIPAL ACTIVITY 2012/13 to 2015/16

Council has adopted the Strategic Directions from the Sustainable Sydney 2030 vision as its Principal Activities for this Corporate Plan. A number of Principal Activities are of an advocacy and facilitation role for the City and not one of direct service provision such as *Housing for a Diverse Population*. As a result, the proposed budget does not reflect any substantial operational costs for this Principal Activity. The Principal Activities for *A City for Walking and Cycling* and *A Lively and Engaging City Centre* will be largely achieved via capital works for infrastructure and reflects minimal operational expenditure.

Summary of Income and Expenditure by Principal Activity for the Financial Years 2012/13 to 2015/16

| | 2012/13 | | | 2013/14 | 2014/15 | 2015/16 |
|--|--------------|--------------|-------------|-------------------------|-------------|-------------|
| | Income | Expenditure | Net Surplus | Net Surplus / (Deficit) | | |
| A globally competitive and innovative city | 40.4 | 51.3 | (10.9) | (8.5) | (8.7) | (8.9) |
| A leading environmental performer | 3.0 | 62.8 | (59.8) | (61.2) | (63.1) | (64.9) |
| Integrated transport for a connected city | 64.6 | 42.9 | 21.7 | 21.4 | 21.8 | 22.1 |
| A city for walking and cycling | 0.0 | 2.0 | (2.0) | (2.0) | (2.1) | (2.2) |
| A lively and engaging city centre | 0.2 | 0.9 | (0.7) | (0.8) | (0.8) | (0.8) |
| Vibrant local communities and economies | 16.8 | 65.6 | (48.9) | (50.2) | (51.7) | (53.3) |
| A cultural and creative city | 2.1 | 4.8 | (2.7) | (2.8) | (2.9) | (3.0) |
| Housing for a diverse population | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Sustainable development, renewal and design | 29.0 | 32.3 | (3.3) | (3.4) | (3.5) | (3.6) |
| Implementation through effective governance and partnerships | 360.7 | 182.0 | 178.7 | 203.1 | 200.1 | 179.5 |
| Total Council | 516.6 | 444.6 | 72.1 | 95.7 | 89.2 | 65.0 |

Including Interest Income, Depreciation and Capital Income.

CAPITAL WORKS PROGRAM 2012/13 TO 2015/16

The City has developed a four year forward Capital Works Program that will continue to deliver vital improvements to the City's domain, roads, footways, pools, open space and community facilities. The proposed program will enable the commencement and completion of many key infrastructure projects and progress a number of Sustainable Sydney 2030 projects. The program prepared is in line with the agreed long term financial parameters and represents the City's capacity to deliver the program each year and provisions for significant projects which may be delivered by third parties.

Capital Works Expenditure Summary - 4 Year Summary

| \$'M | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total |
|---|-------------|-------------|-------------|-------------|--------------|
| Major Projects | | | | | |
| Belmore Park | 0.5 | 3.5 | 3.0 | | 7.0 |
| Chinatown Public Domain | 0.6 | 3.5 | 3.6 | 1.5 | 9.2 |
| Foley Lane | 1.1 | 0.9 | 1.6 | 0.5 | 4.1 |
| Glebe Foreshore | 1.5 | 1.5 | | | 3.0 |
| Glebe Town Hall | 0.7 | | | | 0.7 |
| Green Square Community Facilities | 2.2 | 6.5 | 23.5 | 20.2 | 52.4 |
| Green Square Health and Recreation Centre | 0.5 | | | | 0.5 |
| Green Square TC Infrastructure | 0.9 | 2.0 | 10.0 | 30.0 | 42.9 |
| Harold Park - New Park Construction | 0.4 | 0.5 | 7.3 | 4.8 | 12.9 |
| Hj Foley Park | 0.9 | 0.7 | | | 1.6 |
| Hyde Park | 1.1 | 7.1 | 5.0 | 5.3 | 18.6 |
| Paddington Town Hall | 3.6 | | 0.2 | | 3.8 |
| Perry Park - Recreational Facilities | 1.1 | 17.4 | 16.5 | | 35.0 |
| Prince Alfred Park | 1.1 | | | | 1.1 |
| Surry Hills Facility & Park | 0.1 | | | | 0.1 |
| Sydney Town Hall | 4.3 | 7.7 | 6.0 | 6.0 | 24.0 |
| William St 101-111 facade & other wks | 0.8 | | | | 0.8 |
| Woolloomooloo Improvements | 0.9 | 1.8 | 2.5 | 2.5 | 7.6 |
| Major Projects Total | 22.2 | 53.0 | 79.2 | 70.7 | 225.2 |

Capital Works Expenditure Summary - 4 Year Summary Cont

| \$'M | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|--------------|--------------|--------------|--------------|
| Programs | | | | |
| Accessibility Upgrades | 0.6 | 0.6 | 0.6 | 0.6 |
| Bicycle Related Works | 16.4 | 18.2 | 15.4 | 6.0 |
| Car Parks | 0.8 | 6.4 | 6.3 | 6.0 |
| CBD Laneways | 3.2 | 3.4 | 2.4 | 0.8 |
| Greening Sydney | 2.1 | 2.1 | 2.0 | 2.0 |
| Open Space & Parks | 9.0 | 11.4 | 7.1 | 9.3 |
| PCTC Works | 1.9 | 1.3 | 1.5 | 1.2 |
| Pools | 0.5 | 3.9 | 4.9 | 2.4 |
| Property Related Projects | 31.9 | 16.4 | 11.2 | 11.3 |
| Public Domain | 23.8 | 30.1 | 25.9 | 22.3 |
| Stormwater | 1.8 | 2.8 | 2.8 | 2.8 |
| Sydney Park | 0.2 | | | |
| Village Planning Facilities | 11.2 | 27.0 | 29.1 | 22.3 |
| Programs Total | 103.3 | 123.5 | 109.1 | 86.8 |
| 2030 Projects & Contingency | | | | |
| Capital Works Contingency / Future Works | | | | |
| City Centre Transformation | 2.0 | 6.0 | 52.0 | 52.0 |
| Green Infrastructure | 29.6 | 30.0 | 10.9 | 8.8 |
| Green Square Green Infrastructure | 11.4 | 8.1 | 5.0 | 5.0 |
| Total 2030 Projects & Contingency | 43.0 | 44.1 | 67.9 | 65.8 |
| TOTAL CAPITAL WORKS | 168.4 | 220.6 | 256.2 | 223.3 |

CASH FLOW FORECAST

| | \$M | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|-----|----------------|----------------|----------------|----------------|
| Revenue: | | | | | |
| Rates and Annual Charges | | 263.9 | 272.9 | 282.3 | 292.0 |
| Other Operating Income | | 203.4 | 209.5 | 215.9 | 222.4 |
| Operating Income | | 467.3 | 482.5 | 498.2 | 514.4 |
| Expenses: | | | | | |
| Salary & Wages Expenditure | | 180.6 | 186.0 | 191.6 | 197.4 |
| Other Operating Expenditure | | 186.7 | 190.4 | 196.0 | 201.9 |
| Operating Expenditure | | 367.3 | 376.4 | 387.6 | 399.3 |
| Operating Surplus | | 100.0 | 106.0 | 110.5 | 115.0 |
| Other Non Operating: | | | | | |
| Interest income | | 28.3 | 19.8 | 15.9 | 11.9 |
| Depreciation | | (76.3) | (83.0) | (87.5) | (91.7) |
| Capital Grants and Contributions | | 20.1 | 52.8 | 50.3 | 29.8 |
| Net Surplus | | 72.1 | 95.7 | 89.2 | 65.0 |
| Add Back : | | | | | |
| Depreciation | | 76.3 | 83.0 | 87.5 | 91.7 |
| Movements for Provisions | | 0.0 | 0.0 | 0.0 | 0.0 |
| Cash Surplus before Capital Expenditure | | 148.4 | 178.7 | 176.7 | 156.8 |
| Capital Expenditure | | | | | |
| Capital Works | | (168.4) | (220.6) | (256.2) | (223.3) |
| Plant and Asset Acquisitions | | (24.2) | (15.0) | (15.0) | (15.0) |
| Property (Acquisitions)/Divestment | | (27.3) | (25.0) | 22.8 | (0.9) |
| Total Capital Expenditure | | (219.9) | (260.6) | (248.4) | (239.2) |
| Cash Surplus / (Deficit) | | (71.5) | (81.9) | (71.8) | (82.4) |
| Total Cash at Beginning of Period | | 500.0 | 428.5 | 346.6 | 274.8 |
| Cash Surplus/ (Deficit) | | (71.5) | (81.9) | (71.8) | (82.4) |
| Total Cash at End of Period | | 428.5 | 346.6 | 274.8 | 192.4 |