

**CITY OF  
SYDNEY**

**CORPORATE  
PLAN 2012–2015**



The Draft Corporate Plan 2012 - 2015 can be accessed on the City of Sydney's website at **[www.cityofsydney.nsw.gov.au](http://www.cityofsydney.nsw.gov.au)**

Further information or feedback on the Corporate Plan can be made via email to **[corporateplan@cityofsydney.nsw.gov.au](mailto:corporateplan@cityofsydney.nsw.gov.au)**

Alternatively, comments can be made in writing to:

**Feedback on Corporate Plan  
City of Sydney  
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SYDNEY NSW 2001**

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## **LORD MAYOR'S MESSAGE**

This Corporate Plan 2012-2015 and Budget reflect the City of Sydney's commitment to a green, global and connected city. Ideas and feedback from our diverse communities, sourced from a comprehensive consultation program, resulted in the priorities and major projects in our flagship Sustainable Sydney 2030 program.

The Corporate Plan further guides steps to major targets, including reduced carbon emissions, and integrated transport options. The City's 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, is 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 on the roof of Town Hall House. Local energy generation will also be introduced in other City venues including our aquatic centres. In each case, our neighbours will also have the opportunity to access that energy.

Work is continuing on plans for an automated waste management system, while we continue to expand initiatives to encourage businesses and residents to reduce waste and boost recycling and resource recovery. The Better Buildings Partnership, involving the landlords of some 60 per cent of buildings in the CBD, has been a major step to making existing buildings more sustainable and set the bar higher for new buildings.

With extensive testing completed, this year the City will roll out energy efficient LED (light emitting diode) street lights that will significantly reduce electricity costs and carbon emissions.

Sustainable transport is a major feature of our Corporate Plan, with a focus on ensuring people can move around efficiently, whether for work, as a visitor or a local resident. The City will build on its network of separated cycleways with at least another 10 kilometres to be delivered this year. Record numbers of cyclists are now using the network and the figures are anticipated to rise at an even greater rate as more cycleways are linked.

Council has committed \$180 million in its long-term budget to help transform the CBD as part of a close working relationship with the State Government. Introducing light rail into the heart of our city is a key objective, linked to reducing carbon emissions, congestion and noise, and improving the streetscape for pedestrians and retail precincts.

The City's financial position is robust, and this budget will maintain our extensive community support services, programs and events, coupled with a comprehensive capital works program. Key projects include the Prince Alfred Park Pool, refurbished laneways, Chinatown Public Domain priority projects, and [improvements in Woolloomooloo including upgrading both Wallamulla and Bourke Street Parks]. Community consultation will be at the forefront of our planning for new village centres in all 10 precincts of the City. Scores 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.

We will continue to support 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.

The City's commitment to a thriving late night economy has led to an expansive program of consultation across the City. This will underpin the City's first Late Night Trading Policy, guiding the City after dark over the next 20 years.

With our flagship 2030 program providing inspiration, guidance and impetus, the City's commitment to a green, global and connected Sydney is beginning to bear fruit.

A handwritten signature in black ink that reads "Clover Moore". The signature is fluid and cursive, with a long horizontal stroke underlining the name.

**Clover Moore MP**  
**Lord Mayor of Sydney**



## CHIEF EXECUTIVE OFFICER'S MESSAGE

The Corporate Plan 2012-2015 provides an enhanced overview of the implementation of the goals and objectives of the *Sustainable Sydney 2030* program in tandem with the continued provision of services to our communities.

Delivering *Sustainable Sydney 2030* calls for a multi-level approach, including doing things differently, securing partnerships with other levels of government, business and the broader community and making bold decisions on creating a range of precedent-setting projects and initiatives.

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 major 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 \$501 million and assets are valued at around \$4.5 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* which were supported by our various communities during the consultation on the vision.

This Corporate Plan provides the framework for extending the City's dedication to further reducing our carbon footprint, boosting innovation in the areas of energy, water and waste, making our city of villages a more walkable city; a better designed city offering increased social and cultural programs and services.

We will continue our dialogue with communities on Village Centre planning, and seek feedback on a range of other matters that are important to local residents. Greater prosperity for everyone will remain a goal as Sydney continues to grow its global economy, and become greener and more connected.



**MONICA BARONE CEO**



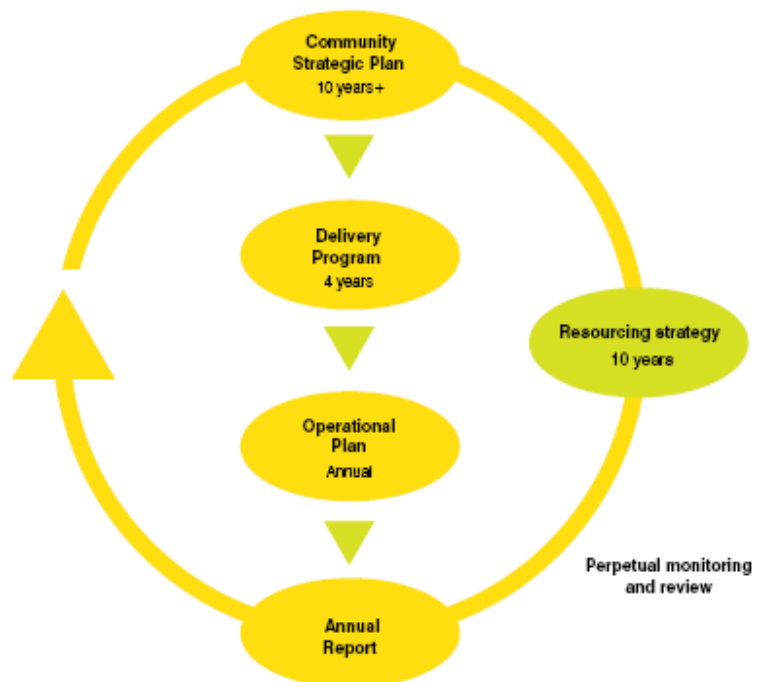
# INTRODUCTION

# 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, 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 2011/12 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.

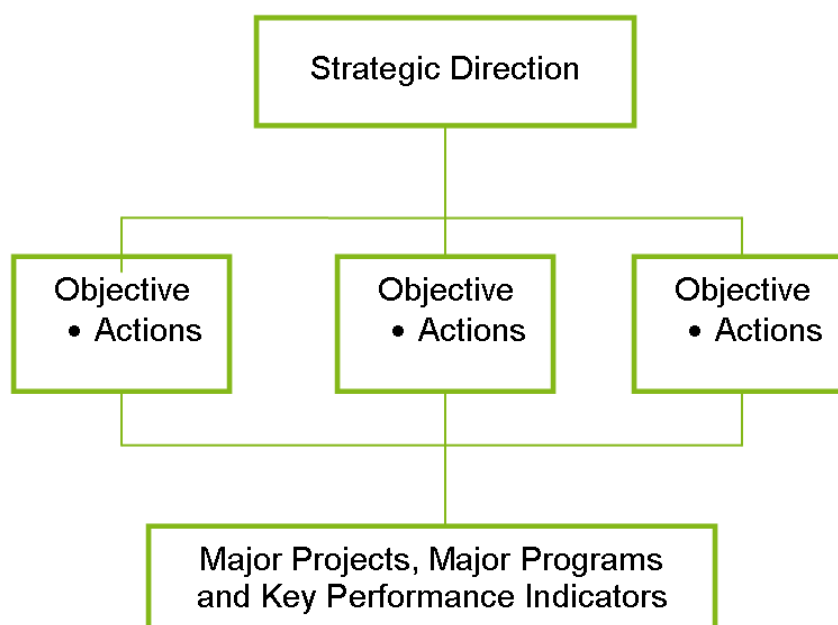
As an organisation we are working to extend our level of influence with other levels of government and major stakeholders to advocate for the policy and project ideas of *Sustainable Sydney 2030*. Only by all working together will *Sustainable Sydney 2030* be achieved.

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 Vision 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 2011/12.

## **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 always 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 the *Sustainable Sydney 2030* Vision 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 your vision for *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 will again conduct a major report back to the community on our progress in July 2011. The theme this year will remain **green**, **global** and **connected** and we will be looking at our progress since July 2010. We will share 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* vision and program.

# 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 will be carried out shortly on a draft set of indicators and measures. When finalised, 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 2008/09 was approximately \$86 billion. This represents over 8% (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. This is larger than the economies of South Australia and Tasmania combined.

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.

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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 sites, 26,000 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 182,500 people (as at December 2010), of whom one third were born outside Australia, almost one quarter in non-English speaking countries.

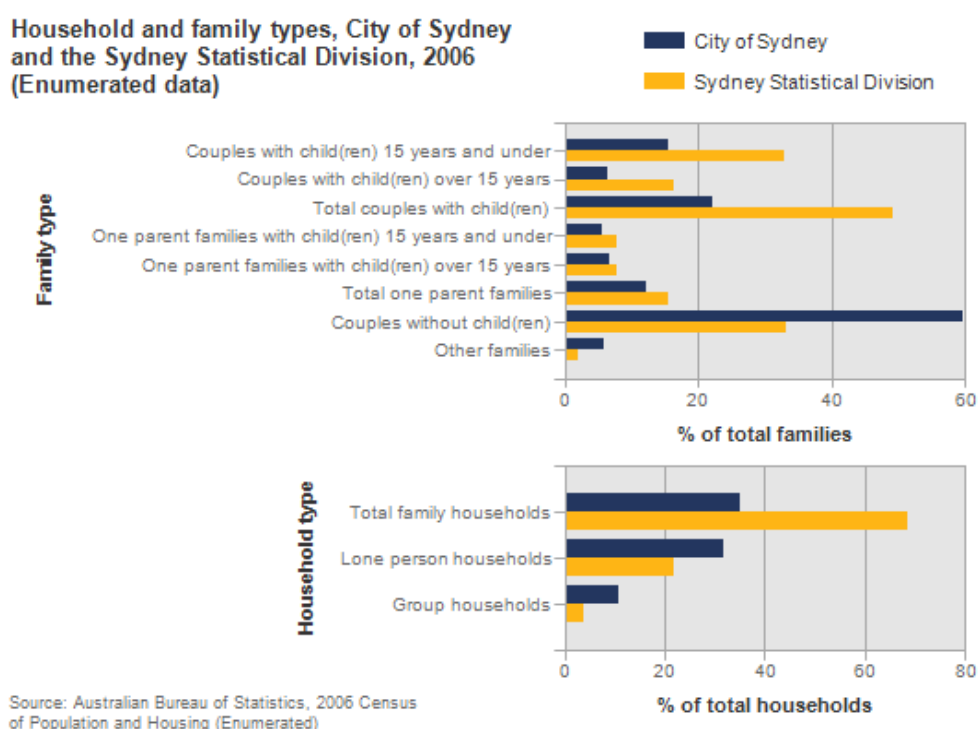


Over the ten years from 2001 to 2010, the City of Sydney recorded both the largest residential population growth (52,500) and fastest rate of growth (40.5%) of any local government area in NSW. It is anticipated that the population will rise by a further 15,000 in the next four years.

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

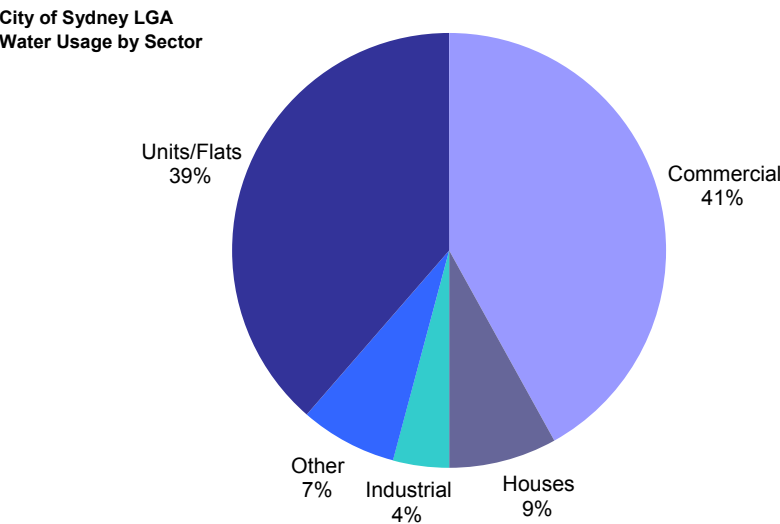
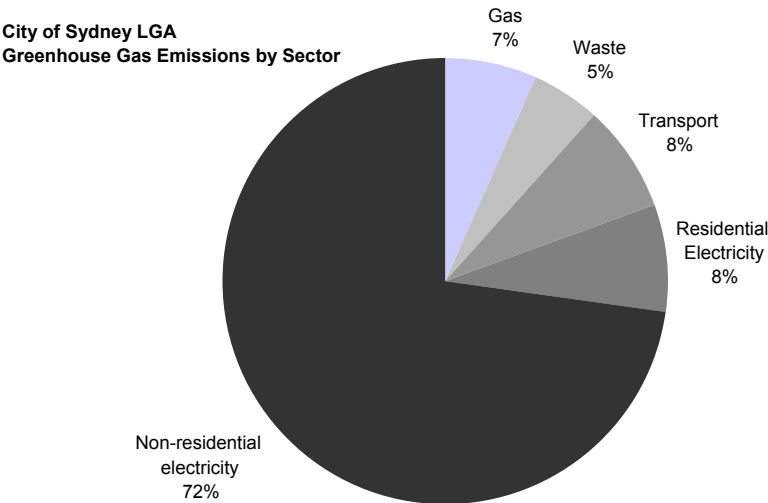
As both a major business centre and a tourist destination, the City receives approximately 1 million visitors every day, to work, shop, play, be educated, conduct business or see the sights. On any one night, more than 27,000 visitors are staying in hotel accommodation in the City.

## 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.



# THE COUNCIL

### **Lord Mayor Clover Moore**

Clover Moore was elected Lord Mayor of Sydney in March 2004 and was re-elected in 2008 with an increased mandate. She is the first popularly elected woman to lead the City of Sydney.

Clover chairs the Central Sydney Planning Committee and the Sydney Festival. She represents Sydney at the C40 major cities conference established to address global warming, and in 2009 was chair of the Australian Capital City Lord Mayors Forum.

Under Clover's leadership, *Sustainable Sydney 2030* is providing the framework for action on environmental, economic, social and cultural sustainability of Sydney with particular focus on reducing emissions, alternative energy and diversifying transport. Her City is also delivering award winning facilities promoting design excellence and sustainability, and initiating progressive solutions to complex city social problems.

Clover is also the State Member for Sydney (formerly Bligh) and is currently serving her seventh term as an independent in the Legislative Assembly of the NSW Parliament. Between 1992 and 1995, she held the balance of power with fellow independents John Hatton and Peter McDonald, which led to the development of a Charter of Reform which included fixed four year terms, stronger freedom of information and whistleblower legislation, an independent Legal Services Commissioner and the Police Royal Commission which forced major reform of the NSW Police Service.

Clover's constituency is diverse and she champions tolerance and equity. Protecting the natural and urban environment are major priorities for her work as an elected representative and she is sadly a lone voice in public office promoting animal welfare.

Clover is an Arts graduate of Sydney University. She has two children Sophie and Tom and lives with husband Peter and staffie Banjo in inner-city Redfern.

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### **Deputy Lord Mayor Councillor Marcelle Hoff**

Marcelle is an Independent Councillor with a firm commitment to community participation in government. She actively promotes the concept of shared obligation and socially responsible behaviour; she values the skills, capacities and aspirations of residents and ratepayers and endeavours to generate, support and nurture a broad range of practical and creative projects.

Her strong belief in social justice and personal responsibility will see her continue to support policies and programs that are dedicated to providing inclusive, equitable and accessible services to the City's diverse population.

A passionate advocate for the protection of public lands, Marcelle is driven by the vision of a vibrant and healthy Local Government Area characterised by parks, open spaces and clean waterways.

Marcelle is the Deputy Chair of the Cultural and Community Services Committee, a member of the Community Consultation Committee for the Sydney Medically Supervised Injecting Centre, and a Trustee with the Clover Moore MP Salary Trust.

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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 21<sup>st</sup> Century.

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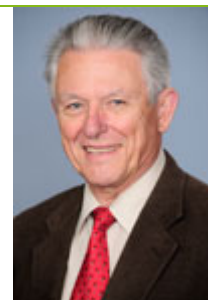


### **Councillor John McInerney**

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 Robert Kok**

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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Email: [rkok@cityofsydney.nsw.gov.au](mailto:rkok@cityofsydney.nsw.gov.au)



### **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.

Tel: 02 9265 9678

Email: [charris@cityofsydney.nsw.gov.au](mailto:charris@cityofsydney.nsw.gov.au)



### **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 advising on housing issues for Greens MLC 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.

Tel: 02 9265 9700

Email: [idoutney@cityofsydney.nsw.gov.au](mailto:idoutney@cityofsydney.nsw.gov.au)



### **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 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.

Tel: 02 9265 9515

Email: [mburgmann@cityofsydney.nsw.gov.au](mailto:mburgmann@cityofsydney.nsw.gov.au)



### **Councillor Shayne Mallard**

Shayne Mallard is currently the longest serving Councillor on the City of Sydney having been first elected to the former South Sydney City Council in July 2000 and subsequently the City of Sydney in 2004. Shayne lives in the inner east and runs a public affairs business based on William Street.

He is a Liberal Party endorsed Councillor and believes that government at all levels should tread lightly in people's lives and not be in competition with the private sector for delivery of goods and services. Shayne is an avid gardener and strongly supports the greening of the City through more parklands, trees and community gardens. He is also an advocate for practical sustainability and building cities that make a positive contribution to our environment.

A strong civil libertarian, Shayne is an advocate for non discrimination and protecting the rights of minorities including the gay and lesbian community.

A keen city cyclist he supports the development of integrated transport system including light rail, expanded pedestrian networks and comprehensive European style cycling lanes throughout the City.

Tel: 02 9265 9148

Email: [smallard@cityofsydney.nsw.gov.au](mailto: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 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, that is those over \$50 million, to the exclusion of Council. 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.

# 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* Vision 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

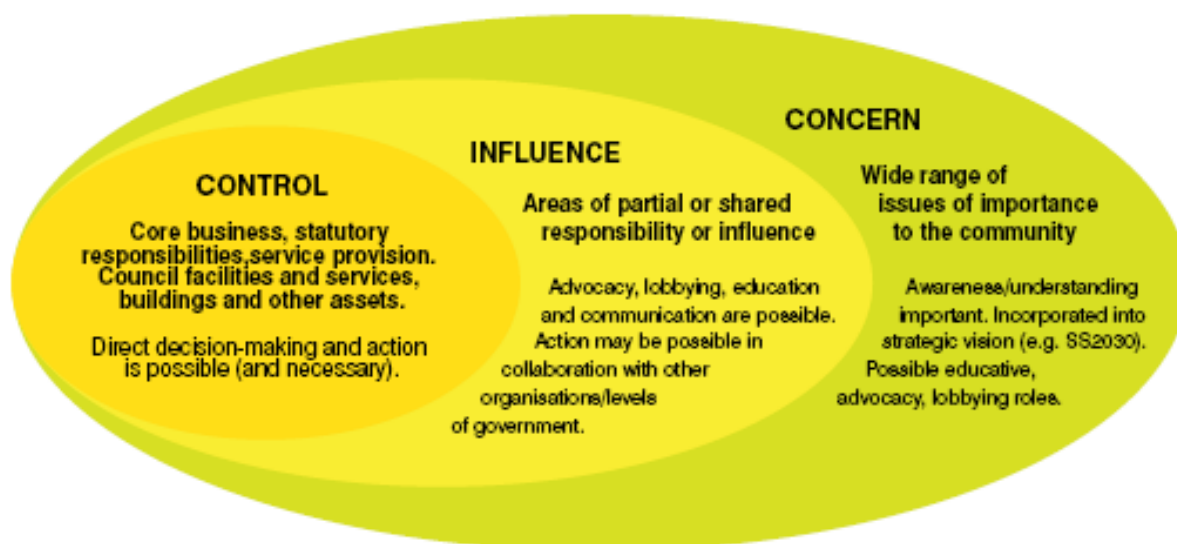
# The City of Sydney's Role and Responsibilities

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.

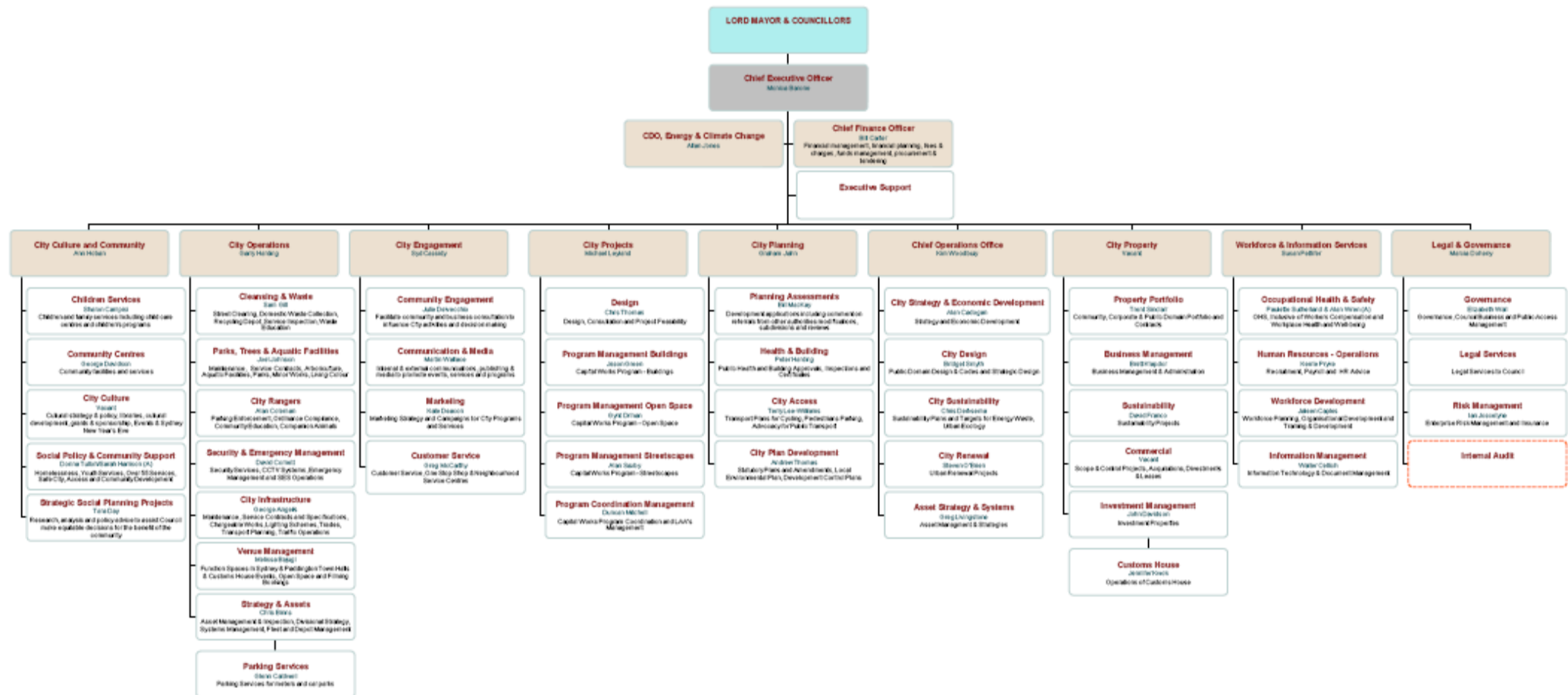
The Local Government Act includes the Charter, which identifies the matters councils need to consider when carrying out their responsibilities. While following this Charter, in reality councils have a range of roles – as a leader, service provider, regulator, advocate, facilitator and educator. Councils 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	Supports the CEO in delivering special projects and maintaining key relationships. Provides support to the Executive, Lord Mayor and Councillors.
Energy & Climate Change	Allan Jones is Chief Development Officer, Energy and Climate Change of the City of Sydney. 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 Operating Office – Chief Operating Officer Kim Woodbury	
Strategy & Economic Development	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	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.
Sustainability	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	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	Develops, implements and maintains the City's asset management policies, strategies and systems including the corporate software.
Finance – Chief Finance Officer Bill Carter	
Finance	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 Services	Provides support and advice to the organisation to meet current and future workforce needs. Includes the functions of Human Resources (recruitment, performance management, payroll, and industrial relations); Occupational Health & Safety and Injury Management; and Workforce Development (workforce planning, organisational development, and learning and development).
Information Management	Delivers information systems strategy, policy and implementation, including business information systems, information technology, document management and archives services.
Legal & Governance – Director Marcia Doheny	
Legal	Provides legal advice on a wide range of Council activities including on contracts, workforce issues, property planning, compliance, and procurement matters. Represents the City of Sydney in planning appeals, contract and other disputes, and prosecutes non-compliance with building, health and planning laws.
Governance	Manages Council business, committees and meetings and provision of support to the Lord Mayor and Councillors. Administration of Freedom of Information, subpoena and other requests for access to records. Is responsible for the implementation and monitoring of good governance practices at the City. Also undertakes initial investigation into complaints relating to fraud or corruption or complaints made in accordance with the Code of Conduct.
Risk Management	Implements and supports Enterprise Risk Management, Business Continuity and general risk management systems, purchase of the insurance portfolio and administration of claims and below excess losses throughout the organisation.

## City Operations – Director Garry Harding

Strategy & Assets	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 and the City's diverse range of fleet and plant resources.
City Rangers	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 safety and amenity in the public domain, and to promote responsible pet ownership.
Parks, Trees & Aquatic Facilities	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	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	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. Manages the Civic Functions within Sydney Town Hall, including bookings, catering, and security for all civic events.
City Infrastructure	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	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.

## City Culture and Community – Director Ann Hoban

Culture & Library Services	Provides history research and publications, curation of the Town Hall Collection, cultural development and liaison, 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.
Events	Delivers an annual production program including Sydney's Chinese New Year Festival, Art and About, and the City's Christmas Celebrations. The City of Sydney is the biggest producer of events in NSW.
Sydney New Year's Eve	Produces Sydney's world renowned New Year's Eve event delivering the nation's largest community celebration and Sydney's most important global branding project.
Social Policy & Community Support	Social policy, community development, social planning and direct community services to ensure a safe, diverse, tolerant, inclusive and responsive city. Provides a coordinated response to address social issues such as homelessness, community safety and crime, alcohol and drug abuse. Delivers specialist services to people over 55; youth; people with disabilities; culturally and linguistically diverse communities; Aboriginal and Torres Strait Islanders; gay, lesbian, bisexual and transgender populations; and public housing communities.
Children's Services	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 to assist in the provision of Children's Services across the local government area. These include long day care, pre-school, outside school hours care and early childhood health centres.
Strategic Social Planning	Provides research, analysis and policy advice to assist Council to make integrated and equitable decisions for the benefit of the community
Community Centres	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, recreational, and civic activities.



City Planning & Regulatory Services – Director Graham Jahn	
City Plan Development	Provides statutory land-use planning through development of the City Plan comprising a single Local Environmental Plan (LEP), single Development Control Plan (DCP) for the City with supporting policies and guidelines. Joint ‘gateway’ review with Planning Assessments of proposals to amend Local Environment Plans and Development Control Plans.
Planning Assessments	Assessment of development and subdivision applications, 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	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	Conducts public health inspections of cooling towers, beauty salons, skin penetration premises, sex industry premises, food premises, boarding houses, 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 safety of buildings, unauthorised building works, licensed premises and building sites.
City Engagement – Director Syd Cassidy	
Community Engagement	Supports public participation and collaborative decision making processes. Organises community and business forums including City Talks, public meetings and opportunities for public feedback and engagement with City of Sydney activities.
Communication & Media	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	Develops marketing strategies and plans to promote the extensive range of facilities, programs and services available for residents, businesses and visitors. Works with other government agencies and industry associations to promote Sydney as a global city, and on tourism related projects.
Customer Service	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, two tourism information kiosks, and Town Hall House concierge. Responsibility for managing correspondence processes and driving ongoing customer service improvements across the organisation.
Business Development & Sponsorship	Responsible for seeking and managing sponsorship income through cash or value in kind for the City of Sydney events including New Years Eve, Art & About and Chinese New Year. The unit is also responsible for overseeing the City’s banner network including sales and management of the inventory.
City Projects – Director Michael Leyland	
Design	Ensures that projects meet high quality design, sustainability, construction, functionality, and operational outcomes. Curates City of Sydney’s public art strategy.
Program Management	Ensures contract management and delivery of the capital works programs for building facilities; open space and parks; streetscapes upgrades; local village centre improvements; implementation of the Cycle Strategy; and upgrade of laneways and squares
Program Coordination Management	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; and project brief preparation.

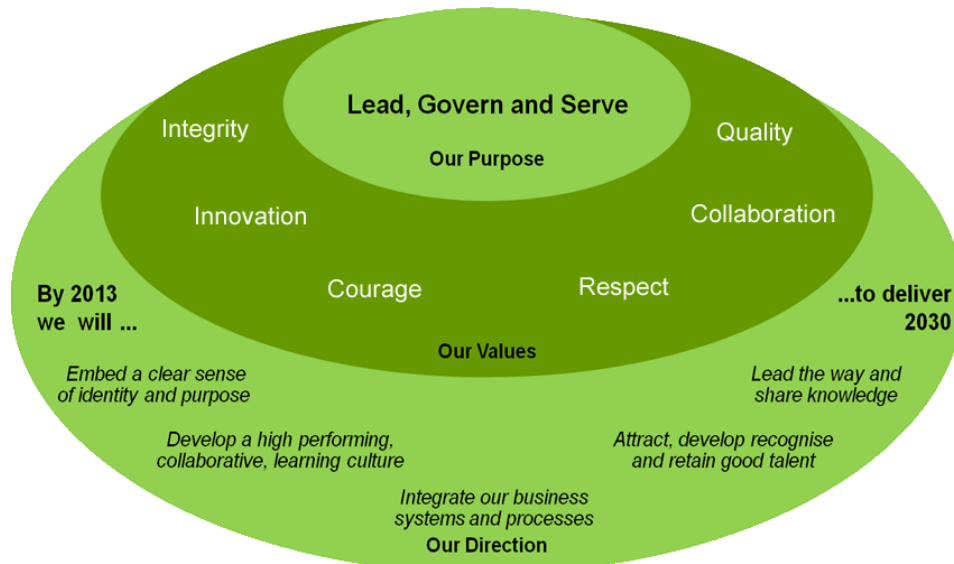
## City Property – Director vacant

Property Portfolio	<p><i>Community Portfolio</i> - Provides accommodation for the provision of community services.</p> <p><i>Corporate Portfolio</i> - Provides functional, well designed accommodation and facilities for City staff and Councillors.</p> <p><i>Public Domain Portfolio</i> - Meets objectives of both community and investment portfolio, depending on asset class e.g. kiosks, toilets, stratum</p>
Sustainability	Manages the transition to a low-carbon portfolio by 2012, while maintaining the day-to-day sustainability operations of the portfolio. It will do this by eliminating energy waste, implementing efficiency upgrades, and substitution with cleaner energy sources.
Commercial	Manages the performance management, and 'value-add'/optimisation initiatives for the portfolio including acquisitions, divestments, strategic projects and capital works.
Investment & Strategic Sites Portfolio	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.
Business Management & Administration	Provides services associated with business planning, financial management, property strategy development, corporate reporting, asset management, risk management and other statutory obligations required for the business management of the portfolio to ensure Property Division objectives, operations and services align with Corporate and <i>Sustainable Sydney 2030</i> objectives.
Customs House	Provides building management, operations and exhibitions at Customs House, with a focus on activation of the square and building, attracting a wide range of audience and business to the building, and helping to raise the profile of the facility as a venue of excellence.

# 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, 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.

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.

## **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:

- Risk Management Policy
- Audit Risk and Compliance Committee
- Risk Register and Reporting System
- Fraud and Corruption Prevention Policy
- Fraud and Corruption Prevention Committee
- Code of Conduct
- Emergency Management Committee
- Business Continuity Plan
- Internal Audit Charter
- Occupational 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 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 Legal & Governance division 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.

<b>Key Performance Indicator</b>	<b>Unit</b>	<b>07/08 result</b>	<b>08/09 result</b>	<b>09/10 result</b>	<b>Responsibility</b>
Number of GIPAA Formal Access Applications received	No.	_*	_*	_*	Legal & Governance
Number of GIPAA Informal Access Applications received	No.	_*	_*	_*	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.

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 to the Conduct Review Committee. The Conduct Review Committee is comprised of external members. 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.

<i>Key Performance Indicator</i>	<i>Unit</i>	<i>07/08 result</i>	<i>08/09 result</i>	<i>09/10 result</i>	<i>Responsibility</i>
Number of complaints upheld regarding code of conduct (annual)	No.	-	1	1	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 2011/12 include embedding our organisational values, implementing a new induction program for new staff, developing the skills of our managers, and implementing an improved Performance Development & Management system. 2011/12 will also see a continued focus on Occupational Health and Safety (OHS) and a greater focus on workplace health and wellbeing.

<i>Key Performance Indicator</i>	<i>Unit</i>	<i>07/08 result</i>	<i>08/09 result</i>	<i>09/10 result</i>	<i>Responsibility</i>
Number of approved full time equivalent establishment positions	No.	1,642	1,688	1,744	Workforce & Information Services
Vacancy rate	%	8.27	6.82	7.09	
Number of Lost Time Injuries	No.	26	17	32	
Percentage of staff in formal further education	%	4.39	5.2	5.2	

## **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 Service**

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.

<b><i>Key Performance Indicator</i></b>	<b><i>Unit</i></b>	<b><i>07/08 result</i></b>	<b><i>08/09 result</i></b>	<b><i>09/10 result</i></b>	<b><i>Responsibility</i></b>
Number of calls received by customer call centres	No.	251,486	247,662	243,282	City Engagement
Percentage of calls answered within 20 seconds	%	84	84	84	
Percentage of calls completed at first contact	%	51	59	70	
Number of customer requests received	No.	71,080	79,453	89,965	
Percentage of customer requests actioned within agreed service standards	%	91.7	95	94	
Customer satisfaction from Mystery Shopper Survey	%	88.3	85	86	

# **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 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**.

That is, the Strategic Direction sets out our high level outcomes and objectives, projects, programs and services identify what it is we are doing to achieve the objectives, and the delivery measures including key performance indicators measure our progress towards the overall outcomes of the Strategic Direction.

In improving our planning and reporting to address *Sustainable Sydney 2030* outcomes we have developed a number of new key performance indicators. Not all 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:

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



## Objective 1.1

### Plan for growth and change in the city centre

<b>Action 1.1.1</b> Ensure the City Plan provides capacity for employment growth in the City.
<b>Action 1.1.2</b> Strengthen the economic activities and role of the City Centre precincts.
<b>Action 1.1.3</b> Plan for long-term increased development opportunities and improved connections to the Western waterfront.
<b>Action 1.1.4</b> Advocate for a new foreshore precinct at Barangaroo with lively waterfront parks, continuous public foreshore access, cafes, culture, and entertainment.
<b>Action 1.1.5</b> 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 & Regulatory Services	<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	2012		
City Centre Public Domain Precinct Planning	Undertake public domain precinct planning for the City Centre (defined City precincts including Harbour Village North, Western Edge, City South (expanding on Chinatown Study), Chinatown, Retail Core, Town Hall precinct, Northern commercial, George Street, Barangaroo connections, Wynyard Station precinct.	2011	2015	Chief Operations Office	1.1.3; 1.1.4; 1.1.6
Night Time Economy	Develop a long term and wide reaching policy for Sydney's night time economy	2011	2012	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*

<b>Action 1.2.1</b> Continue to develop partnerships with the private sector, research and educational institutions.
<b>Action 1.2.2</b> Develop the City's strategic economic development and research capabilities.
<b>Action 1.2.3</b> Foster economic collaboration and knowledge exchange with other national and global cities
<b>Action 1.2.4</b> Foster industry networks in a selected group of high growth globally competitive industries.
<b>Action 1.2.5</b> Identify, develop and support the creation of clusters of innovation businesses and organisations across the City.
<b>Action 1.2.6</b> 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, and Tertiary Education.	2011	2012	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
	Implement priority projects from the Economic Development Strategy and business sector action plans.	2012	2015	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
Floorspace and Employment Survey	Conduct the five-yearly Floorspace and Employment Survey of the local government area, to coincide with the Australian Bureau of Statistics Census of Population and Housing.	2011	2012	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
City of Sydney Business Awards	Encourage business within the City to improve sustainable outcomes and reward best practice through the annual City of Sydney Business Awards.	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***

<b>Action 1.3.1</b> Undertake precinct and structure planning in the southern mixed use employment area.
<b>Action 1.3.2</b> 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	2012	City Planning & Regulatory Services	1.3.1; 1.3.2

**Objective 1.4*****Strengthen business competitiveness***

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

Major Projects	Deliverables	Start date	Completion date	Responsibility	2030 Action linkages
Village Business Precincts	Develop strategic plans for each village business precinct.	2011	2012	Chief Operations Office	1.4.3

Major Programs	Deliverables	Responsibility	2030 Action linkages
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 celebrations as part of increasing awareness of Sydney as a tourist destination.	July Annually	January Annually	City Culture & Community	1.6.1; 7.2.2; 10.1.2
Christmas in the City	Deliver Christmas in the City as a celebration of a Sydney Christmas for residents and visitors.	July Annually	December Annually		
	Develop a strategy for growing the impact of Christmas in the City.	2011	2015		
Chinese New Year	Deliver Chinese New Year events to celebrate the cultural and economic contributions of the Chinese community to Sydney.	October Annually	February Annually		

Major Programs	Deliverables	Responsibility	2030 Action linkages
Promoting Sydney	Work with the State Government on initiatives to promote Sydney, and with Business Events Sydney to attract international conferences to Sydney. Provide assistance and advice to businesses to put in conference bids.	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 Tourism NSW and Events NSW, including Vivacity, Vivid and Crave seasonal campaigns.	City Culture & Community	1.6.2; 7.4.3; 7.4.4; 10.1.2
	Provide support and sponsorship to identified major festivals and the Dictionary of Sydney in recognition of their significant contribution to the social, cultural and economic life of Sydney. The seven major festivals are: Sydney Festival; Sydney Writers' Festival; Biennale of Sydney; Sydney Film Festival; Sydney Gay and Lesbian Mardi Gras; The Australia Day Council of NSW; and Yabun Festival.	City Culture & Community	1.6.1; 7.2.2; 10.1.2
	Operate the City's tourist information kiosks to promote Sydney attractions and events and assist visitor orientation and movement around the city.	City Engagement	1.6.1; 1..6.3

## 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>
<b>Global competitiveness*</b>					
<i>Sydney is a safe and competitive location for globally connected economic sectors</i>					
These will be identified as part of the Economic Development Strategy					
<b>Brand Sydney</b>					
<i>Sydney is a destination for international visitation for business, tourism and study</i>					
<i>Estimated numbers attending City of Sydney events</i>					
– <i>New Year's Eve celebrations in the City</i>	No.	1.5m	1.5m	1.5m	City Culture & Community
– <i>Christmas Concert in Martin Place</i>		8,000	8,000	8,000	
– <i>Chinese New Year Parade (police estimates)</i>		70,000	100,000	100,000	
Value of business / economic grants approved	\$	-	-	-	City Culture & Community
Grants to major festivals and events	\$	-	-	-	

*\*Performance measures of a globally, innovative city will be developed in the year in line with the Economic Development Strategy.*

## 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 and 10% of water supply by local water capture.*

### ***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:

- Arbocultural 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*

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

Major Projects	Deliverables	Start date	Completion date	Responsibility	2030 Action linkages
Decentralised Energy Master Plan	Lead and facilitate the implementation of the Decentralised Energy Master Plan and the creation of low carbon zones within the City of Sydney.	2011	2015	Chief Operations Office	2.1.1 2.1.2 2.1.4
	Develop a Demand Management Plan based on establishing energy efficiency (peak and total) targets for sectors of the local government area.	2011	2012	Chief Operations Office	
	Install trigeneration at Town Hall House, and the City's community facilities and aquatic centres, where feasible.	2011	2014	Chief Operations Office	
	Advocate for the installation of trigeneration at all urban renewal precincts, where feasible and in accordance with the decentralised energy master plan.	2011	2014	Chief Operations Office	
Decentralised Water Master Plan	Complete a City-wide Decentralised Water Master Plan.	2011	2012	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	Establish Parks Water Savings Action Plan	2011	2012	City Operations	2.1.3, 2.3.3
	Implement priority actions from the Parks Water Savings Action Plan.	2012	2015		



## 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 and initiate priority actions.	2011	2015	Chief Operations Office	2.2.2
	Complete an Advanced Waste Collection Master Plan for the local government area and initiate priority actions to facilitate implementation.	2011	2015		
Advanced Waste Treatment Facility	Implement the recommendations of the advanced waste treatment facility business case.	2011	2015	Chief Operations Office	2.2.1
	Increase the waste diversion of the City's waste to existing advanced waste treatment facilities.	2011	2014	City Operations	2.2.1
Stormwater Infrastructure	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
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.		
	Undertake targeted patrols to minimise illegal dumping, graffiti, litter and bill posters.		
	Deliver a waste education campaign to reduce the amount of waste that goes to landfill.	City Engagement City Operations	
Sustainability Partnerships and Initiatives	Partner with organisations that can maximise the efforts of Council to achieve more sustainable outcomes within the local government area.	Chief Operations Office	2.1.3, 2.2.1

## Objective 2.3

### *Improve the environmental performance of existing buildings*

<b>Action 2.3.1</b> Investigate ways to accelerate retrofitting of existing buildings for better environmental performance.
<b>Action 2.3.2</b> Encourage the community to make sustainable energy choices.
<b>Action 2.3.3</b> Extend the work of existing programs that make a positive contribution to improved resource efficiency across the City.
<b>Action 2.3.4</b> 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 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 throughout the target areas to help them reduce their energy consumption and improve their environmental performance.	Chief Operations Office	2.3.2; 2.3.3; 2.4.4
	Deliver the Smart Business – Live Green 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

## Objective 2.4

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

<b>Action 2.4.1</b> Implement carbon minimisation criteria in procurements and contracts.
<b>Action 2.4.2</b> 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.
<b>Action 2.4.3</b> Work with other sectors to promote sustainable environmental industries and develop economic benefits.
<b>Action 2.4.4</b> 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 Action Plan	Develop a Climate Change Action Plan to prioritise and plan mitigative and adaptive actions to prepare the city for the environmental, social and economic impacts of climate change.	2012	2013	Chief Operations Office	2.4.2
Urban Ecology Strategy	Finalise an Urban Ecology Strategy.	2011	2012	Chief Operations Office	2.4.4
	Implement priority actions from the Urban Ecology Strategy.	2012	2015		
Energy Efficient Public Domain Lighting	Install energy efficient lighting to all City owned public domain lighting.	2011	2015	City Operations	2.3.3
Low Emissions Vehicle Strategy	Develop a Low Emission Vehicle Strategy to inform the City's conversion of its fleet, where feasible, and accelerate the uptake of low emission vehicles within the City of Sydney	2011	2012	Chief Operations Office	3.3.4
City Farm	Conduct project plan and Business Case for a City Farm in the City of Sydney.	2011	2012	City Operations	2.4.4
Environmental Management System	Implement an environmental management system across Council operations that will deliver sustainable asset management and operations.	2011	2015	Chief Operations Office	2.4.2
Urban Forest Policy	Prepare an Urban Forest Policy, to increase canopy cover, with urban canopy targets for 2030 and 2050.	2011	2012	City Operations	2.4.4
	Implement priority actions from the Urban Forest Policy.	2011	2015		
Street Tree Master Plan	Undertake a strategic review of the Street Tree Master Plan and the Significant Tree Register to assess tree species, performance and benefits provided.	2011	2012	City Operations	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
Public Domain Lighting Advocacy	Advocate for all Energy Australia owned public domain lighting in the City of Sydney to be replaced with energy efficient lights.	City Operations	2.3.3
Greening Sydney Plan	Improve the quality and quantity of the City's parks and trees by developing and implementing best practice services.	City Operations	2.4.3, 2.4.4
	Protect and enhance the urban forest and enhance the distinct character of the various city precincts by increasing the number, health, and longevity of street, park and privately owned trees.		
	Implement a community tree planting grant program for the planting and maintenance of large canopy trees on residential properties.		
	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 & Regulatory Services	2.4.3, 2.4.4
Residential Environmental Action Strategy	Deliver village based targeted programs to inform and educate residents on how to reduce their environmental footprint and to live green. Provide a 'one-stop-shop' capability that connects the resources and support available to these communities.	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 to the community through the Watershed Green Living Centre (Sustainability Resource Centre).		
	Deliver the Green Apartment buildings sustainability program to improve the environmental performance of existing buildings in the residential apartment sector.		2.4.2; 2.4.4
Environmental Sponsorship & Grants	Provide funding to community groups to implement programs that improve the environment, reduce environmental impacts or result in improved awareness of environmental issues.		

## Service Area Measures

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

Key Performance Indicator	Unit	08/09 result	09/10 result	11/12 target	Responsibility
<b>Greenhouse emissions</b> <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 <i>(Includes total electricity, gas and onsite fuel usage converted to greenhouse gas emissions but NOT including Green Power or offsets).</i>	Tonnes CO2e	50,816	48,156	-	City Property
Greenhouse gas emissions for City of Sydney Building Assets	Tonnes CO2e	25,255	24,783	20,350	
Greenhouse gas emissions for City of Sydney Street lighting	Tonnes CO2e	15,636	15,269	-	
Greenhouse gas emissions for City of Sydney Parks & Aquatic Facilities	Tonnes CO2e	2,850	2,876	-	
Council's fleet vehicle greenhouse gas emissions (total)	Tonnes CO2e	3,145	3,155	3,042	City Operations
All other City of Sydney Greenhouse gas emissions (annual figure) <i>(includes emissions from flights, taxis, contractors fuel, events, and refrigerants)</i>	Tonnes CO2e	3,930	2,074	-	Chief Operations Office
<b>Sustainability programs</b> <i>Encourage businesses and residents to reduce their greenhouse gas emissions.</i>					
Value of environmental grants approved	\$	-	-	-	City Culture & Community
Commercial office floor space signed up to CitySwitch Green Office in the local government area	m2	759,688	859,889	936,944	Chief Operations Office
Percentage of commercial office floor space (net lettable area) signed up to CitySwitch Green Office in the local government area	%	-	13.3	20	
<b>Water Usage and Stormwater</b> <i>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.</i>					
Total City of Sydney mains water usage	kL	391,297	417,662	-	City Property
Total City of Sydney mains water usage – Parks and Public Domain	kL	147,358	148,278	-	
Total City of Sydney mains water usage – Investment Buildings	kL	110,071	120,958	-	
Total City of Sydney mains water usage – Community Buildings	kL	40,281	41,439	-	
Total City of Sydney mains water usage – Operations (Depot etc.)	kL	38,598	48,046	-	
Total City of Sydney mains water usage – Aquatic Facilities	kL	54,988	58,940	-	
Total mains water consumption for the LGA (annual)	ML	32,601	31,032	-	Chief Operations Office

Key Performance Indicator	Unit	08/09 result	09/10 result	11/12 target	Responsibility
<b>Waste</b> <i>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.</i>					
<b>Local Government Area</b>					
Total Domestic Waste [including: Garbage, Recyclables, Household Clean-up]	kg/capita	333	327	335	City Operations
Recyclables [including: Kerbside Recycling, whitegoods, garden organics and e-waste]	kg/capita	91	91	95	
Resource Recovery Rate	%	27	36	57	
<b>City of Sydney (Organisation)</b>					
Total City of Sydney waste generation	Tonnes	-	-	-	City Operations
<b>Greening Sydney</b> <i>A green liveable city, that recognises the importance of trees and quality open space that supports diverse and abundant ecosystems.</i>					
Number of street trees planted	No.	-		600	City Operations
Total number of street trees	No.	-	-	29,500	
Number of native plants planted at community planting days	No.	8,000	8,000	8,000	
Total number of trees and shrubs planted	No.	-	-	52,000	
Public Domain Landscaping (nature strips, rain gardens, traffic treatments)	m2	-	5,800	6,000	
Indigenous fauna species diversity maintained or increased compared to 2009/10 baseline	No.	-	-	-	Chief Operations Office
Extent of locally-indigenous bushland increased compared to 2009/10 baseline	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.

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*

<b>Action 3.1.1</b> Support improved metropolitan rail systems and new metro rail lines.
<b>Action 3.1.2</b> Support improvements to existing City Centre stations and their surroundings, including their interchange role.
<b>Action 3.1.3</b> 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
Green Square Transport Management and Accessibility Plan (TMAP)	Update the TMAP to reflect greater proposed resident and worker density.	2011	2012	City Planning & Regulatory Services	3.1.1; 3.1.2; 10.1.1; 10.1.2; 10.4.1; 10.4.5 3.1.1; 3.1.2; 10.1.1; 10.1.2; 10.4.1; 10.4.5
	Work with NSW Transport, Roads & Traffic Authority and other stakeholders on cross agency implementation groups to reduce car ownership and reliance in Green Square and improve accessibility by non-car travel modes.	2011	2015		
City Centre Transport Access Plans	Assist the NSW State Government to develop and implement a City Centre Access Plan for Sydney that provides for growth in the rail and bus networks that serve the city centre from the Region and also efficiently distributes people through the city.	2011	2015	City Planning & Regulatory Services	3.1.1; 3.1.2; 3.1.3
	Develop planning options for major rail station precincts as gateways for workers and visitors accessing the city centre.	2012	2015		
	Develop a city centre loading strategy to relieve peak hour road congestion, enhancing regional bus reliability and efficiency.	2011	2012		
	Develop a trip census to better understand who is accessing the city at what time for which purpose in order to better target policy.	2012	2013		
	Develop a city centre parking strategy to relieve peak hour road congestion, enhancing regional bus reliability and efficiency.	2012	2013		
	Develop an electric vehicle strategy to provide key infrastructure for vehicles with limited range to access the city.	2011	2012		
	Implement the Inner Sydney Bike Network in partnership with surrounding local government areas to provide regional cycling connections.	2012	ongoing		



## Objective 3.2

### *Align transport infrastructure with City growth*

<b>Action 3.2.1</b> Develop an Inner Sydney Integrated Land Use and Transport Strategy.
<b>Action 3.2.2</b> Identify a network of local bus services.
<b>Action 3.2.3</b> Enhance the integrated accessible community transport network.
<b>Action 3.2.4</b> 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 Access Strategy	Develop a detailed multi-modal integrated transport and land-use access strategy that maps out the required investments by the City and others to support projected employment and residential growth across the local government area in a sustainable, economic and socially acceptable way. Includes development of an integrated light rail network servicing major city attractors, bus network, cycleway network, pedestrian network, freight network within an over-arching road hierarchy.	2011	2012	City Planning & Regulatory Services	3.2.2; 3.2.2; 3.2.4; 3.1.1; 3.1.2; 3.1.3; 3.3.1; 3.3.2; 3.3.3; 3.3.4; 3.3.5
	Work with multiple stakeholders across business, Government and residential groups to implement major actions from the Integrated Transport and Access Strategy.	2012	2015	City Planning & Regulatory Services	3.3.1, 3.3.2; 3.3.3; 3.3.4; 3.3.5; 3.3.6
Community Transport Review	Conduct a review to determine how best to manage community transport resources to provide services to transport disadvantaged people.	2011	2012	City Planning & Regulatory Services	3.2.3
Wynyard, Central and Newtown Stations Access and Design Studies	Investigate how public transport hubs support development around Wynyard, Central and Newtown Stations.	2011	2014	City Planning & Regulatory Services Chief Operations Office City Culture & Community	3.2.4

Major Programs	Deliverables	Responsibility	2030 Action linkages
Community Transport	Provide a community transport service for a diverse range of people from all backgrounds, ages and socio economic groups.	City Culture & Community	3.2.5
Accessible Bus Stops	Monitor and undertake improvement works to bus stops to ensure 55% compliance by 2012 with the requirements of the Standards for Accessible Public Transport.	City Operations	3.2.5
Roads Maintenance and Renewal	Undertake proactive and reactive maintenance on the City's roads to improve the lifespan of pavement.	City Operations	3.4.2
	Complete annual Roads Renewal program.		

### Objective 3.3

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

<b>Action 3.3.1</b> Improve surface transport reliability in the City Centre.
<b>Action 3.3.2</b> Increase access for sustainable transport modes.
<b>Action 3.3.3</b> Manage car travel demand.
<b>Action 3.3.4</b> Develop sustainable travel initiatives.
<b>Action 3.3.5</b> Investigate transport pricing mechanisms to encourage sustainable travel.
<b>Action 3.3.6</b> 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	Develop an Integrated Parking Strategy and implementation plan to prioritise sustainability goals and inform the management of on-street and off-street parking across the local government area and prioritise sustainability goals.	2011	2014	City Planning & Regulatory Services	3.3.6; 3.3.2; 3.3.5

Major Programs	Deliverables	Responsibility	2030 Action linkages
Motorcycle and Scooter Parking	Provide dedicated on-street motorcycle and scooter parking in response to identified needs.	City Planning & Regulatory Services City Operations	3.3.2; 3.3.3; 3.3.4
Car Share Parking	Provide dedicated on-street car share parking in response to identified needs as per Car Sharing Policy.		3.3.2; 3.3.3; 3.3.4
Bus Priority 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.		3.3.1; 3.3.2
Pedestrian, Cycling and Traffic Calming (PCTC)	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
Management Plans for Major 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.	2012	2015	City Planning & Regulatory Services	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	08/09 result	09/10 result	11/12 target	Responsibility
<b>Transport management</b> <i>Provide infrastructure and services to encourage use of sustainable transport alternatives, and improve accessible transport connections within the city.</i>					
Number of people per month using community transport services in the local government area	No.	-	-	2,000	City Culture & Community
<b>Parking and road management</b> <i>Encourage use of more environmentally friendly and sustainable means of travel in the city</i>					
Proportion of resident drivers who are members of car share schemes	%	-	4	5	City Planning & Regulatory Services
Total number of motorcycle/scooter parking spaces provided in the local government area	No.	935	950	945	
<b>Roads maintenance</b> <i>Optimise the lifespan of City road and footpath assets, and improve street safety and accessibility</i>					
Area of road renewal	m2	147,315	106,962	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*

<b>Action 4.1.1</b> Deliver the Cycling Strategy and Pedestrian Strategy and their respective plans (Liveable Green Network).
<b>Action 4.1.2</b> Work with partners, owners, agencies and authorities to develop and implement the Liveable Green Network in the City and extend it to Inner Sydney.
<b>Action 4.1.3</b> 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.
<b>Action 4.1.4</b> 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	Develop Liveable Green Network implementation strategy and priority works plan to guide investment and integrate with village centre and transport planning.	2011	2015	City Planning & Regulatory Services Chief Operations Office City Operations City Projects	3.2.1; 3.2.2; 4.1.2, 4.1.3, 4.1.4
	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	2015		
	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 Planning & Regulatory Services City Projects	4.1.1, 4.1.2, 4.1.4
Streetscapes and Landscaping	Crown, Cleveland and Baptist Streets intersection	2011	2013	City Projects	3.2.1; 3.2.2; 4.1.2
	Foley Street	2011	2012		

Major Programs	Deliverables	Responsibility	2030 Action linkages
Footpath Maintenance and Renewal	Maintain footpaths to ensure safe, accessible and amenable walking routes continue to be available.	City Operations	4.1.4
	Complete the annual Footpath Renewal program.		

## Objective 4.2

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

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

Major Projects	Deliverables	Start date	Completion date	Responsibility	2030 Action linkages
Traffic Signal Priority	Work with the RTA 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 & Regulatory Services	4.2.2
40 km/h Speed Limits	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 & Regulatory Services	4.2.3, 4.1.4
Laneways, Shared Zones and Slow Zones	Identify and prioritise all proposed laneway, shared zone and slow zone proposals for the city centre and submit to the RTA for regulatory approval.	2011	2012	City Planning & Regulatory Services City Operations	4.2.4
	Implement the approved 10km/h shared zones, slow zones and laneways plus timed closures of other high pedestrian activity areas.	2012	2015		
George Street Trial Closures	Run a series of trial closures of George Street to develop public acceptance of the advantages of block closures.	2011	2014	Chief Operations Office	4.2.4

Major Programs	Deliverables	Responsibility	2030 Action linkages
Bus Priority 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 Planning & Regulatory Services City Operations	3.3.1; 3.3.2
Road Safety Program	Continually monitor and review road safety and interface with pedestrians and bike riders, including running awareness campaigns.	City Culture & Community	4.2.1
40 km/h Speed Limits in Villages	Advocate on safety and amenity grounds to the RTA for residential area and centre speed limits in all villages of 40 km/h.	City Planning & Regulatory Services	4.1.4



### Objective 4.3

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

<b>Action 4.3.1</b> Establish or improve end of trip facilities to encourage walking and cycling.
<b>Action 4.3.2</b> Investigate and develop a requirement for Green Travel Plans for major developments.
<b>Action 4.3.3</b> Provide bike parking, showers and change facilities, where appropriate, for walkers and bike riders at City of Sydney buildings.
<b>Action 4.3.4</b> 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	2015	City Property City Projects	4.3.1; 4.3.3; 4.3.4
Green Travel Plans	Create system to manage travel by City of Sydney staff and reduce impact on city congestion by increasing walking, cycling and public transport use and reducing taxi and fleet use.	2011	2012	City Planning & Regulatory Services	3.3.3; 3.3.4

Major Programs	Deliverables	Responsibility	2030 Action linkages
Bicycle Parking	Provide bicycle parking on request from public and as part of street upgrades.	City Operations	4.3.3
Private End of Trip Facilities	Advocate for the provision of end of trip facilities at private buildings and support this through provisions in the Development Assessment process.	City Planning & Regulatory Services	4.3.1
Green Travel Advocacy	Advocate to Federal and NSW State Government for a broad range of green travel improvements and incentives and greater funding of public transport infrastructure.	City Planning & Regulatory Services	4.3.4

## Service Area Measures

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

Key Performance Indicator	Unit	08/09 result	09/10 result	11/12 target	Responsibility
<b>Cycleways</b>					
<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	0.2	6	9	City Projects
Length of on-road cycleways provided/upgraded annually	km	-	-	6	
Length of shared paths provided/upgraded annually	km	-	-	12	
Growth in cycling activity at key intersections around the City of Sydney (100 key intersections)	%	-	-	25	City Planning & Regulatory Services
<b>Footpaths</b>					
<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 & Regulatory Services
Area of footpath renewal	m2	37,113	43,659	35,000	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

**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
George Street City Transformation	Carry out approved phases of the George Street City Transformation project, incorporating light rail and retail strategy, as a connecting spine for three City Squares.	2011	2015	Chief Operations Office City Projects	5.1.1
Three City Squares	Prepare a master plan for the development of Circular Quay, Sydney Square and Railway Square as three linked city squares.	2011	2014	Chief Operations Office	5.1.1
Town Hall Square	Undertake long term project feasibility development and master planning for Town Hall Square.	2011	2015	Chief Operations Office	5.1.1
City Centre Public Spaces	Develop concept designs and briefs for city centre public spaces, including Queens Square, Regimental Square, Barrack Street and Bond Street.	2011	2014	Chief Operations Office	5.1.3
City Centre Public Domain Plan	Develop a program to implement the recommendations of the City Centre Public Domain Master Plan to improve the street typology, location of public spaces and extent of public domain improvements and opportunities.	2011	2015	Chief Operations Office	5.1.2; 5.3.2; 9.2.1; 9.3.1

## Objective 5.2

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

<b>Action 5.2.1</b> Investigate, model and develop the three new squares as primary focal points, supported by appropriate civic services and activation programs.
<b>Action 5.2.2</b> 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.
<b>Action 5.2.3</b> Investigate and create civic spaces and strategies to activate them.
<b>Action 5.2.4</b> Investigate technology services (e.g. free Wi-Fi) to activate public spaces.

Major Projects	Deliverables	Start date	Completion date	Responsibility	2030 Action linkages
Cultural Mapping	Complete cultural mapping project and develop cultural indicators and metrics	2011	2012	City Culture & Community	5.2.2

Major Programs	Deliverables	Responsibility	2030 Action linkages
City Life	Support festivals, celebrations and other community activities such as Festival First Night and Festival of Sydney to provide activities to increase the cultural and street life of the City community.	City Culture & Community City Engagement	7.2.3, 7.2.5
	Support and promote the diversification of the night time economy through cultural activities in the City centre.		

### Objective 5.3

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

<b>Action 5.3.1</b> Maintain and enhance the integrity of the built heritage of the western precinct.
<b>Action 5.3.2</b> Enhance and retain the distinctiveness of Chinatown in the Haymarket precinct.
<b>Action 5.3.3</b> Identify other precincts which are distinctive or potentially distinctive.
<b>Action 5.3.4</b> Promote laneway precincts.
<b>Action 5.3.5</b> 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, including York, Albion and Wilmot Lanes, Bulletin, Angel and Hosking Place, Ash Street, Central and Barracks Streets, and Lees Court.	2011	2014	Chief Operations Office City Projects	5.3.4; 5.4.3
Chinatown	Undertake pedestrian improvements in three small streets of Chinatown (Little Hay Street, Factory Street and Kimber Lane).	2011	2013	City Projects	5.1.2
	Progressively design and implement the Public Domain Improvement Plan for Chinatown.	2011	2015	Chief Operations Office City Projects	

**Objective 5.4*****Support the development of small scale spaces for cultural, creative, retail and small business on streets and lanes.***

<b>Action 5.4.1</b> Encourage buildings to be built to the street edge with active, externally focused frontages for small retailing.
<b>Action 5.4.2</b> 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.
<b>Action 5.4.3</b> 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.***

<b>Action 5.5.1</b> Develop 'City Centre Business Diversity' criteria to attract and encourage businesses in the City Centre.
<b>Action 5.5.2</b> Maintain a small business grants program and align to the City Centre Business Diversity criteria when developed.
<b>Action 5.5.3</b> Investigate creating City of Sydney assisted or funded business incubators.
<b>Action 5.5.4</b> Monitor and assist in 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.		

## 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>
<b>City centre public life</b>					
<i>Strengthen the City's public domain identity and create more places for meeting, rest and leisure</i>					
Amount of street level outdoor dining in the city centre (total)	m2	2,334	2,544	2,600	City Property
<b>Laneways reactivation</b>					
<i>Reactivate Sydney's laneways as a vital part of public life in the City</i>					
Number of small bars opening across the local government area	No.	-	-	-	Chief Operations Office
Number of small unique / fine grain businesses opening in central Sydney (including laneways)	No.	-	10	-	





## 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 both 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. There are 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 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
  - Library Services
  - Living Colour Floral Displays
  - Meals on Wheels
  - 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
  - Strategic Social Planning
  - Venue Hire
  - Volunteering Coordination
  - Youth Services
- [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
Local Action Plans	Implement the remaining community requests identified in Local Action Plans.	2011	2012	City Projects	6.1.1; 6.2.1
Village Centre Plans	Develop Action Plans to deliver Sustainable Sydney 2030 in our Villages. The action plans for each Village Centre will be informed by community consultation and research.	2011	2012	City Culture & Community City Projects	6.1.1; 6.2.1
	Implement the identified priority program from the Village Centre Action Plans	2012	2015		
Green Square Community Plan	Develop a Community Plan for Green Square to document social trends, issues and actions to address them. The Community Plan will guide the social development aspects of the urban renewal.	2011	2012	City Culture & Community	6.1.1
Plans of Management for Community Land	Adopt Plans of Management for all Community Land in the city.	2011	2012	City 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

<b>Action 6.2.1</b> Develop Villages and local places to support community needs and the role and future character of community life.
<b>Action 6.2.2</b> Prepare a Community Facilities Plan for community assets, facilities and elements consistent with the future role and character of the Village Centres.
<b>Action 6.2.3</b> 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	Implement the Integrated Community Facilities Plan to guide the capital works program for community facilities [ongoing to 2030].	2011	2015	City Culture & Community City Projects	6.2.1; 6.2.2; 6.2.3; 6.3.1; 6.3.3; 6.3.4
Village Centre Public Domain Plans	Develop Village Centre public domain improvement precinct plans for Chinatown, Harbour North, Green Square, etc	2011	2015	Chief Operations Office	6.2.1
Village Centre Public Art Plans	Develop Public Art Plans integrated with City Precincts and Village Centre public domain improvement precinct plans.	2011	2015	Chief Operations Office	6.2.1
Woolloomooloo Plan	Develop a local Woolloomooloo-specific plan that coordinates the efforts and resources of government, non-government, private, community and philanthropic stakeholders to reduce homelessness in the area, increase community harmony and cohesion and reduce crime and anti-social behaviour.	2011	2012	City Culture & Community	6.2.1
Sydney Town Hall	Clock tower upgrade and external façade works	2011	2015	City Projects	9.3.4
Burton Street Tabernacle	Adaptive reuse and refurbishment of the Tabernacle.	2011	2012	City Projects	9.3.4
Community Facilities Upgrades	Erskineville Town Hall external works	2011	2013	City Projects	6.2.2 9.1.3; 9.2.6; 9.3.7
	Glebe Town Hall upgrade	2011	2012		
	Paddington Town Hall upgrade	2011	2012		
	Kings Cross Library and NSC Upgrade	2011	2013		
	Juanita Nielsen Community Centre	2011	2014		
	Green Square Community Centre and Library (subject to the pace of development in Green Square)	2011	2020		
Village Shopping Strip Upgrades	Crown, Cleveland and Baptist Street intersection upgrade	2011	2012	City Projects	6.2.1, 6.2.4
	King Street Newtown Smart Poles	2011	2012		

Major Projects	Deliverables	Start date	Completion date	Responsibility	2030 Action linkages
Accessibility Upgrades	Accessibility upgrades to City of Sydney community buildings	2011	2015	City Property	6.2.1
Youth Facilities	Waterloo Oval Youth Facility	2011	2012	City Projects	6.2.1
Parks and Open Space Upgrades	Belmore Park	2011	2013	City Projects	6.2.1
	Victoria Park Improvements	2013	2017		
	Hyde Park Plan of Management works	2011	2017		
	Glebe Foreshore stage 5 and stage 6	2011	2013		
	Woolloomooloo pocket parks and public spaces, including lighting and paving.	2011	2015		
Pool and Leisure Centre Upgrades	Perry Park	2011	2014	City Projects	6.2.1
	Prince Alfred Park Pool	2011	2012		
	Prince Alfred Park Coronation Centre	2011	2012		
Childcare Facilities	Additional childcare facilities at Darlinghurst.	2011	2013	City Culture & Community City Projects	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*

<b>Action 6.3.1</b> Prepare a city-wide Social Sustainability Strategy to ensure services and programs meet local community needs.
<b>Action 6.3.2</b> Establish partnerships and programs to improve social outcomes among diverse communities.
<b>Action 6.3.3</b> 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	Develop a Social Sustainability Strategy to document social trends, issues and actions to address them. It will provide clear social policy and an evidence base for the City to deliver on its social objectives.	2011	2013	City Culture & Community	6.3.1
Physical Activity Strategy	Develop a Physical Activity Strategy for the City's parks and open space areas.	2011	2012	City Operations	6.3.2
Open Space and Recreation Needs Study	Undertake review of the City's previous Open Space and Recreation Needs Study.	2011	2012	Chief Operations Office	6.3.2

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. Undertake annual assessment of child care needs in the City.	City Culture & Community	6.3.2
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. Undertake an annual assessment of the need for facilities, services and programs for primary school aged children in the City.	City Culture & Community	6.3.2
Library Services	Provide 9 Library branches and 2 Library Links, outreach services and a range of programs and resources in the City of Sydney's libraries to reflect the interests of diverse and multicultural community. Provide resources and conduct services and activities for children, students, older people, residents and workers in the city to improve access to and understanding of new literacies.	City Culture & Community	6.5.1; 6.5.2
History and Heritage	Develop exhibitions and public programs to showcase the Civic Collection. Curate and develop the collection in line with the Curatorial Policy. Produce and promote local histories and provide historical research to assist in City decision-making. Provide oral histories available online and responsive to community interests. Further develop the Dictionary of Sydney.	City Culture & Community	9.3.4

Major Programs	Deliverables	Responsibility	2030 Action linkages
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 the consumption of alcohol in public places through the establishment of alcohol free zones and alcohol prohibited areas.	City Culture & Community	6.3.2
	Implement initiatives through the Sydney Central Precinct Liquor Accord. Deliver public domain and service improvements to reduce alcohol related crime in late night precincts.		
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 Meals on Wheels and food services program, social and community support, and health and recreation programs to enable older people to remain healthy and active and continue to live independently in their own homes and communities.	City Culture & Community	6.3.2
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
Community Events	Deliver and support community events that reflect the diversity and contributions of the different community and cultural groupings within the City and strengthen communities.	City Culture & Community	6.3.2; 7.2.2
Building a Healthy Community	Provide a range of health, recreation and education programs to encourage healthy and active lifestyles. Ensure programs, parks and facilities are accessible for the whole community including young people, Aboriginal and Torres Strait Islanders, GLBTIQ and multicultural communities, and people with disabilities.	City Culture & Community City Operations	6.3.1; 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.		
Homelessness Services	Provide referrals through the Homeless Persons Information Centre (HPIC) to accommodation and other forms of short and long term assistance.	City Culture & Community	6.3.2; 8.4.1; 8.5.3; 8.6.3; 10.1.2

Major Programs	Deliverables	Responsibility	2030 Action linkages
	Deliver coordinated service outcomes to people who are homeless or at risk of homelessness through the Homelessness Hub one stop shop.		
	Work with City internal and external stakeholders to respond to and manage the impacts of homelessness in the public domain.		
	Convene sector based networks, forums and other events to provide opportunities for information sharing, networking and capacity development. Prepare submissions to federal and state government policy documents on homelessness.		
	Provide funding and support to Way2Home Outreach Service to assist people to exit homelessness and the Homelessness Brokerage Program to prevent people from falling into homelessness.		
	Conduct twice yearly street counts to determine the number of people sleeping rough in the local government area.		



## 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
Business Precincts	Finalise the development of Business Precinct Studies for Pyrmont, Ultimo and Kings Cross to identify appropriate business mix and local character.	2011	2012	Chief Operations Office	6.4.1

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. Provide a Business Development Coordinator with Marrickville Council for the Newtown Village Centre.	Chief Operations Office	6.4.1
	Work with local businesses and the community to develop the Oxford Street Culture Quarter.		
	Work with the Roll Up Redfern Working Group to implement the recommendations of the Redfern Business Precinct Study.		
Training, Education and Employment	Work with local Aboriginal and Torres Strait Islander organisations to develop and support a range of training, employment and enterprise programs for Aboriginal and Torres Strait Islander people.	City Culture & Community	1.4.1; 6.3.2; 6.4.2; 6.4.3; 6.4.4
	Deliver and support the delivery of initiatives that improve education 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 (e.g. life skills and new literacies)		
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 & Regulatory Services	1.5.1; 5.6.1
Building Inspections	Inspect building construction works and initiate appropriate, effective and prompt action where necessary to ensure compliance with conditions of consent. Critical stage inspections will be carried out within 48 hours where City of Sydney is the appointed principal certifier. Ensure all construction activity in the City is carried out within minimum risk to public health and safety.		

Major Programs	Deliverables	Responsibility	2030 Action linkages
Public Health Inspections	Undertake an annual program of mandatory and voluntary health inspections relating to high risk premises.	City Planning & Regulatory Services	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*

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

Major Projects	Deliverables	Start date	Completion date	Responsibility	2030 Action linkages
Housing Density Strategy	Develop a Housing Density Strategy based on research to identify issues with living in density / strata.	2011	2012	City Culture & Community	6.5.1; 6.5.2; 6.5.3

Major Programs	Deliverables	Responsibility	2030 Action linkages
Living in Density / Strata	Define and implement a program of actions to address issues with living in density / strata, based on the Housing Density 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 City Engagement	6.5.1

## Service Area Measures

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

Key Performance Indicator	Unit	08/09 result	09/10 result	11/12 target	Responsibility
Local economies					
Develop and support local economies and employment					
Amount of street level outdoor dining in the Village Centres	m2	3,147	2,905	3,206	City Property
Number of Aboriginal and Torres Strait Islander people in training/employment/enterprise programs supported by the City	No.	-	158	-	City Culture & Community
Number of people receiving certification in pathways to employment programs.	No.	-	-	- 360	
Libraries and learning					
Provide equal access to information and knowledge to support a life-long learning culture for residents, businesses and visitors to the City					
Number of library members	No.	34,506	37,477	40,000	City Culture & Community
Number of items borrowed from libraries	No.	1,430,100	1,476,580	1,200,000	
Number of visitors to libraries	No.	1,093,538	1,246,100	1,500,000	
History and Heritage					
Support history and heritage in the local government area					
Value of heritage grants approved	\$	-	-	-	City Culture & Community
Children's services					
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).					
Number of families supported through City of Sydney provided child care services	No.	1,071	1,127	1000	City Culture & Community
Community health and wellbeing					
Provision of quality recreational facilities and open space as places to meet, socialise and to engage in passive and active recreation activities					
Usage –v- capacity of sports fields (booked use) (hours used –v- hours available)	%	-	92	85	City Operations
Open space per capita (annual measure)	m2	22.3	21.5	24	Chief Operations Office
Area of parks and open space managed by the City of Sydney (annual measure)	Ha	187.9	188.5	190	City Operations
Number of attendances at aquatic and leisure centres	No.	1,133,600	1,281,090	1,300,000	

Key Performance Indicator	Unit	08/09 result	09/10 result	11/12 target	Responsibility
<b>Community support</b>					
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					
Number of meals on wheels delivered [NB It is anticipated that this will be replaced in 2012/13 by a KPI for the number of people accessing healthy meals provided through Meals on Wheels and centre-based services]	No.	63,318	60,050	65,000	City Culture & Community
Value of grants to community groups from City of Sydney (cash and in-kind)	\$	3,545.500	3,362,800	-	
Number of community groups that use community centres and venues	No.	-	280	-	
Total bookings by community groups using community centres and venues	No.	-	-	-	
Number of programs and partnership programs held at community centres	No.	-	-	2,087	
Number of attendances at programs and partnership programs held at community centres	No.	-	-	241,863	
Total overall attendance at community centres	No.	-	-	-	
Number of attendances at local community events that promote community cohesion	No.	-	-	-	
Number of health promotion events or activities relating to the promotion of healthy choices and the reduction of drug and alcohol related harm	No.	-	-	6	
Number of Healthy Ageing events and activities promoted	No.	-	-	720	
Number of young people who participated in sports programs supported by the City	No.	-	-	480	
Number of young people participating in the planning and delivery of National Youth Week	No.	-	-	30	
Number of people who received paid employment following the completion of pathways to employment programs	No.	-	-	50	
Percentage of people who were provided with assistance they requested on the day of contacting HPIC	%	-	-	75	
Number of participants in computer training programs	No.	-	760	1,200	
Number of volunteers involved with City of Sydney services, programs and events	No.	-	-	-	
<b>Companion Animals*</b>					
Support and educate the community in responsible pet ownership and assist residents to meet their obligations under the NSW Companion Animals Act					
Number of dog obedience courses held per annum.	No.	-	-	4	City Operations
Number of dogs and cats impounded	No.	265	225	-	
Animals reclaimed by their owners	No.	90	32	-	
Animals rehoused from the pound	No.	47	52	-	
Animals euthanized at the pound and external Veterinary Clinics	No.	127	87	-	
Number of dog attacks	No.	89	91	-	
Number of attacks in which the dog was subsequently declared dangerous	No.	5	5	-	
Number of hours per month spent in parks on proactive inspections	No.	-	-	295	

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



## 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
- Public Art Management

## Objective 7.1

### *Provide cultural leadership and strengthen cultural partnerships*

<b>Action 7.1.1</b> Develop a City of Sydney Cultural Strategy
<b>Action 7.1.2</b> Undertake a cultural audit of the City which is based on international benchmarks, to inform the Cultural. Strategy
<b>Action 7.1.3</b> Establish partnerships with other governments to coordinate support for the cultural calendar of major events and cultural development.
<b>Action 7.1.4</b> Investigate creating a centre to showcase design, culture and the built environment as well as providing exhibition and forum space.
<b>Action 7.1.5</b> 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 Cultural Strategy, Policy Plan and directions in consultation with the cultural and arts sector and other stakeholders.	2011	2013	City Culture & Community Chief Operations Office	7.1.1

Major Programs	Deliverables	Responsibility	2030 Action linkages
Cultural Partnerships	Work with Events NSW to add value to their annual event calendar and to encourage NSW State agencies to support the City's events.	City Culture & Community	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.		

## 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 Events NSW.	2011	2012	City Culture & Community	7.1.3

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.	Chief Operations Office City Projects	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	License and facilitate buskers, street theatre, and art displays in the City's streets and public spaces.	City Culture & Community	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
	Provide programs, classes and events at local community centres to develop community capacity and participation in cultural and creative activities by culturally diverse customers.	City Culture & Community	7.2.4
Cultural Grants, Sponsorship and Partnerships	Provide direct financial grants and/or logistic support to a range of cultural activities including the Dictionary of Sydney, across all art forms and across the local government area.	City Culture & Community	7.2.2

### Objective 7.3

#### *Support the development of creative industries*

<b>Action 7.3.1</b> Develop a Creative Industry Strategy.
<b>Action 7.3.2</b> Establish a Creative Spaces Strategy to provide access to studio spaces in the City.
<b>Action 7.3.3</b> 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	City Culture & Community	5.3.2
	Develop a strategy to reinforce the identity and interpret landmarks along the Cultural Ribbon and connections between cultural institutions.	2011	2014	City Culture & Community	

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 Chief Operations Office	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 Arts NSW, Australian Business Arts Foundation, the Creative Industries Innovation Centre and relevant peak bodies to support, enhance and encourage the development of creative industries.		



**Objective 7.4*****Encourage the appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression***

<b>Action 7.4.1</b> Ensure the City of Sydney Cultural Strategy incorporates Aboriginal and Torres Strait Islander arts, public art and design.
<b>Action 7.4.2</b> Maintain a formal City of Sydney Aboriginal and Torres Strait Islander Advisory Panel.
<b>Action 7.4.3</b> Develop the Eora Journey framework.
<b>Action 7.4.4</b> Support and advocate for an Australian Aboriginal and Torres Strait Islander Cultural Centre.
<b>Action 7.4.5</b> Establish a local Aboriginal and Torres Strait Islander Cultural Centre.
<b>Action 7.4.6</b> Develop a Signature Event that brings a new focus on the understanding and celebration of Aboriginal and Torres Strait Islander culture in the City.
<b>Action 7.4.7</b> 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 cultural centre studies and planning for an Aboriginal Cultural Centre.	2011	2014	City Culture & Community	7.4.4
	Develop an implementation plan 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
	Work with the Aboriginal community to develop and deliver a major event celebrating Aboriginal culture and community.	2011	2012	City Culture & Community	

## 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>
<b>Aboriginal and Torres Strait Islander culture</b>					
<i>Encourage the appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression</i>					
Number of Aboriginal cultural projects supported by the City	No.	-	19	25	City Culture & Community
<b>Culture and creativity</b>					
<i>Support the creative and cultural life of the City</i>					
Value of cultural grants approved by the City of Sydney (excluding the Major Festivals Grants)	\$	2,819,000	3,056,300	-	City Culture & Community
Number of arts organisations in creative spaces supported by the City of Sydney	No.	15	17	20	
Number of artists supported through City projects or support	No.	-	-	-	
Number of attendances at Art & About	No.	-	-	-	
Value of corporate sponsorship received to help deliver City produced events (cash and value in kind)	\$	-	-	-	



## 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 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 housing stock, it is important that we support state and federal government initiatives to expand affordable and social housing. It is also important that the City identifies opportunities, partners and leads by example to provide affordable 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***

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

### **Objective 8.2**

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

<b>Action 8.2.1</b> Develop and promote an affordable Housing Strategy for Sydney and inner Sydney.
<b>Action 8.2.2</b> Explore new ways to ensure that planning instruments facilitate a mix of housing types to ensure social diversity.
<b>Action 8.2.3</b> 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.

### **Objective 8.3**

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

<b>Action 8.3.1</b> Encourage the development industry to develop innovative housing models that result in lower priced housing.
<b>Action 8.3.2</b> Ensure there are no unnecessary barriers to the supply of lower cost accommodation types.
<b>Action 8.3.3</b> 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 housing' sector including by not-for-profit and other housing providers*

<b>Action 8.4.1</b> Support the Not-for-Profit sector in providing affordable housing.
<b>Action 8.4.2</b> Investigate new affordable housing pilot project in partnership with the not-for-profit and community housing sector.
<b>Action 8.4.3</b> Investigate the benefits and opportunities of expanding existing inclusionary zones for affordable 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 Projects	Deliverables	Start date	Completion date	Responsibility	2030 Action linkages
Affordable Housing Sites	Work in partnership with the community housing sector, Housing NSW and the private sector to identify affordable housing opportunity sites across the local government area, including those owned by the City that have redevelopment potential.	2011	2012	City 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

#### Objective 8.5

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

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

Major Programs	Deliverables	Responsibility	2030 Action linkages
Homelessness	Develop partnerships for increased number of dwellings made available to homeless and other disadvantaged groups.	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*

<b>Action 8.6.1</b> 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 Redfern Waterloo Authority.
<b>Action 8.6.2</b> Promote the need for and benefits of housing diversity and low income housing.
<b>Action 8.6.3</b> Ensure programs and services are in place to support people with low incomes in public housing.

Major Programs	Deliverables	Responsibility	2030 Action linkages
Homelessness Partnerships	Develop strategic partnerships with government, non-government, corporate, philanthropic and academic partners aimed at increasing the range of affordable and available housing options for homeless and other disadvantaged groups.	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
Social and Affordable Housing Partnerships	Develop and manage partnerships with other levels of government and key stakeholders to advocate for adequate resources for improved social and affordable housing.	City Planning & Regulatory Services	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

## Service Area Measures

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

Key Performance Indicator	Unit	08/09 result	09/10 result	11/12 target	Responsibility
<b>Affordable housing</b>					
<i>Protect existing affordable housing and facilitate new affordable housing in the City to provide for social, cultural, environmental and economic sustainability</i>					
Number of affordable housing units resulting from affordable housing levy (Ultimo/Pymont) - Annual figure only. <i>Target at end of scheme (not specific date): 600</i>	No.	446	446	-	City Planning & Regulatory Services
Number of affordable housing units resulting from affordable housing levy (Green Square) - Annual figure only. <i>Target at end of scheme (not specific date): 330</i>	No.	45	102	-	
Number of affordable housing units resulting from other (non-levy) means	No.	-	-	-	City Planning & Regulatory Services City Property
<b>Homelessness</b>					
<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>					
Number of people assisted to exit homelessness or placed on a pathway out of homelessness	No.	-	-	50	City Culture & Community
Number of people who were prevented from becoming homeless	No.	-	-	240	





## 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*

<b>Action 9.1.1</b> Set sustainability targets for Individual renewal areas.
<b>Action 9.1.2</b> Undertake broad analyses of urban renewal in order to prioritise economic, environmental, social and cultural sustainability.
<b>Action 9.1.3</b> 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
Renewal Oversight, Coordination and Advocacy	Work with the NSW State Government and the private sector in redevelopment of renewal areas, particularly areas such as Barangaroo, the Frasers 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*

<b>Action 9.2.1</b> 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.
<b>Action 9.2.2</b> Undertake strategic land acquisition or require dedication of land to implement public domain planning.
<b>Action 9.2.3</b> 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	Finalise public domain design codes for Sydney Streets.	2011	2012	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
	Develop public domain design codes for Sydney Lights, Sydney Parks and Sydney Signage.	2011	2015		
Wayfinding Strategy	Develop the public domain Wayfinding and Signage Strategy to facilitate pedestrian movement across the local government area.	2011	2013		

### Objective 9.3

#### *Plan for a beautiful city and promote design excellence*

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

Major Programs	Deliverables	Responsibility	2030 Action linkages
Design Excellence	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
	Provide Awards programs to foster design excellence in public and private buildings.		

### Objective 9.4

#### *Ensure new development is integrated with the diversity and 'grain' of the surrounding city*

<b>Action 9.4.1</b> Establish Fine Grain Development Guidelines.
<b>Action 9.4.2</b> 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*

<b>Action 9.5.1</b> Identify and plan for strategic sites to maximise economic, social, environmental and cultural benefits.
<b>Action 9.5.2</b> Investigate railways, including above Central Station where the potential for entertainment, exhibition and convention facilities would benefit from co-location with Central Station.
<b>Action 9.5.3</b> Identify development opportunities in airspace above roads, rail and other infrastructure in Darling Harbour in conjunction with long term planning for Barangaroo.
<b>Action 9.5.4</b> 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	2015	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	2015	Chief Operations Office	9.1.1; 9.1.3; 9.6.1
Epsom Park Precinct:	Complete public infrastructure concept plan for Epsom Park Precinct and facilitate scoping of City projects stemming from this.	2011	2012	Chief Operations Office	9.1.1; 9.1.3; 9.6.1
Ashmore Estate	Manage delivery of Ashmore Estate concept design for public infrastructure and facilitate scoping of City projects stemming from this.	2011	2012	Chief Operations Office	9.1.1; 9.1.3; 9.6.1
Pymont Land Transfers	Negotiate with Sydney Harbour Foreshore Authority and Lend Lease for the handover and City acceptance of public assets at Pymont.	2011	2012	Chief Operations Office	9.1.1; 9.1.3; 9.6.1
Harold Park	Coordinate and manage implementation of essential infrastructure, open space and green infrastructure.	2011	2015	Chief Operations Office	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:

Key Performance Indicator	Unit	08/09 result	09/10 result	11/12 target	Responsibility
<b>Development Assessments</b>					
<i>Continually improve development controls and approvals processes</i>					
Average assessment time for development applications (DAs, modifications of consent, including joint applications)	Days	47.5	47.2	40	City Planning & Regulatory Services
Average assessment times of notified DAs (including s96) determined from time of lodgement (Target is for 95% of applications)	Days	57.2	52.9	60	
Average assessment times of non notified DAs (includes s96) determined from date of lodgement (Target is 95% of applications)	Days	27.2	23.1	30	
Average assessment times for Footway Usage Applications determined from date of lodgement (Target is 95% of applications)	Days	-	-	60	
Average processing time for construction certificates	Days	7.5	7.4	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 take responsibility for their part of Sustainable Sydney 2030, after all, it is what the community have said they want us all to do.

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

## Objective 10.1

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

<b>Action 10.1.1</b> Investigate and establish place making arrangements as appropriate to the requirements of Sustainable Sydney 2030.
<b>Action 10.1.2</b> Develop the capacity of the resources and systems of the organisation to deliver the principles, objectives and actions of Sustainable Sydney 2030.
<b>Action 10.1.3</b> Establish models and technologies to identify how and where Sustainable Sydney 2030 targets are going to be achieved.
<b>Action 10.1.4</b> 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	Chief Operations Office	2.1.5; 10.1.3
	Develop a revision of the Integrated Planning and Reporting plans for 2013/14 in line with the legislative requirements.	2012	2013	Chief Operations Office	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	2012	Legal & Governance	10.1.2
Corporate Governance	Implement a compliance policy and strategy.	2011	2012	Legal & Governance	10.1.2
	Prepare and implement a corporate assurance plan.	2011	2012	Legal & Governance	10.1.2
Organisational Development	Develop a comprehensive Workforce Plan to support the delivery of Sustainable Sydney 2030 and plan for future workforce challenges.	2011	2012	Workforce & Information Services	10.1.2
	Implement approved priority projects from the Workforce Plan.	2011	2015		
Information, Communication and Technology Strategy	Develop a comprehensive Information, Communication and Technology Strategy for the City.	2011	2013	Workforce & Information Services	10.1.2
	Implement approved priority projects from the Information, Communication and Technology Strategy.	2012	2015		

Major Programs	Deliverables	Responsibility	2030 Action linkages
Organisational Alignment with <i>Sustainable Sydney 2030</i>	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
<i>Sustainable Sydney 2030</i> Reporting	Provide regular reports to the community on progress of <i>Sustainable Sydney 2030</i> . Provide major 4 yearly reports to Council and the community on targets set in <i>Sustainable Sydney 2030</i> and sustainability indicators for the city.	Office of the CEO	2.1.5; 10.6.2; 10.6.5
Corporate Reporting	Refine and further integrate reporting requirements across the organisation for all projects and programs.	Finance	10.1.2
Internal Audit	Implement an annual internal audit plan in accordance with the Internal Audit Charter.	Legal & Governance	10.1.2
Governance and Risk	Proactively identify and provide training on current and emerging governance and compliance risk issues, including the recommendations arising from the Governance Review and Compliance Review. Support business units to manage their governance and compliance risk responsibilities.	Legal & Governance	10.1.2
Council Support	Ensure that Councillors have access to relevant information and assistance to enable them to fulfil their obligations to lead, protect and serve the community.	Legal & Governance	10.1.2



## Objective 10.2

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

**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, provide portals to educational information and public records.	2011	2013	City Engagement Workforce & Information Services	10.2.1
	Develop a customer database of persons and other key stakeholders to facilitate improved customer service	2011	2013	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	2013	City Engagement 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	2013	City Planning & Regulatory 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 and Access Forums to promote public participation and ensure all members of the community have an opportunity to provide input into Council decision making processes.		
	Provide information online and deliver City Talks and other events to increase community participation in, and awareness of, the Sustainable Sydney 2030, City activities, facilities and projects.		
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

Major Programs	Deliverables	Responsibility	2030 Action linkages
Diversity and Inclusion	Progressively implement and support actions that increase accessibility to City's information, facilities and services to diverse groups (including disability, multicultural, Aboriginal, Torres Strait Islander and GLBTIQ communities).	City Culture & Community	10.2.2
	Progressively implement and support actions that increase participation and consultation of diverse groups (including disability, multicultural, Aboriginal, Torres Strait Islander and GLBTIQ communities) in the City's decision-making processes.		

### Objective 10.3

#### *Ensure the long term financial sustainability of the City of Sydney*

<b>Action 10.3.1</b>	Integrate long term financial, asset and workforce planning to resource the delivery of Sustainable Sydney 2030 and ensure City of Sydney capacity.
<b>Action 10.3.2</b>	Investigate special rate levies for environmental, social and economic development priorities.
<b>Action 10.3.3</b>	Review scope of existing City of Sydney operations and ensure they deliver value for money against public sector benchmarks.
<b>Action 10.3.4</b>	Establish criteria for better agreements with other governments and agencies regarding funding.
<b>Action 10.3.5</b>	Expand revenues from commercial operations, property portfolio and other income generating assets.
<b>Action 10.3.6</b>	Investigate 'capital capture' where rezoning will increase land values and ways to share revenue.
<b>Action 10.3.7</b>	Review property development levies.
<b>Action 10.3.8</b>	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
	Develop long term asset management plans and models for infrastructure assets.	2011	2012		
Rates and Charges	Investigate the introduction of a sustainability levy.	2011	2013	Finance	9.4.1, 10.5.3

Major Programs	Deliverables	Responsibility	2030 Action linkages
Business Performance	Undertake reviews of business units and key business processes to ensure that they deliver on objectives and provide best practice and value for money.	Finance	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.	Finance	10.3.3
Long Term Financial Planning	Refine the long term forecasting model and further develop the long term financial strategy.	Finance	10.3.1; 10.3.2; 10.3.3; 10.3.4; 10.3.5
Property Asset Strategy	Conduct business cases and feasibility analyses to determine Property Strategy direction for portfolio assets.	City Property	10.3.1
Development Contributions	Review current development contributions plans and update where necessary in light of recent planning reforms.	City Planning & Regulatory Services	9.4.1; 10.5.3

## Objective 10.4

### *Establish and monitor partnerships for change*

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

Major Programs	Deliverables	Responsibility	2030 Action linkages
Local and Regional Partnerships	Strengthen local and regional partnerships through consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community. Partnerships include Southern Sydney Regional Organisation of Councils, Inner City Mayors Forum, City of Sydney Business Forums, Industry Forums, and Roundtable discussions.	Office of the CEO City Engagement	10.4.1; 10.4.4; 10.7.1; 10.7.2
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

**Objective 10.5*****Participate in broader governance reform processes***

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

Major Programs	Deliverables	Responsibility	2030 Action linkages
Governance Reform	Lord Mayor's participation in the Australian Council of Local Governments, with Mayors from across Australia, the Prime Minister and Federal Government Ministers.	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.	Office of the CEO	

## 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	08/09 result	09/10 result	11/12 target	Responsibility
Accountability and transparency					
Number of GIPAA Formal Access Applications received	No.	-	-	-	Legal & Governance
Number of GIPAA Informal Access Applications received	No.	_*	_*	-	Workforce & Information Services
Complaints processes					
Number of complaints upheld regarding code of conduct (annual)	No.	1	1	-	Legal & Governance
Number of complaints upheld regarding corruption or maladministration (annual)	No.	0	0	-	
Workforce					
Number of approved full time equivalent establishment positions	No.	1,688	1,744	-	Workforce & Information Services
Vacancy rate	%	6.82	7.09	-	
Number of Lost Time Injuries	No.	17	32	-	
Percentage of staff in formal further education	%	5.2	5.2	5	
Customer service					
Number of calls received by customer call centres	No.	247,662	243,282	-	City Engagement
Percentage of calls answered within 20 seconds	%	84	84	80	
Percentage of calls completed at first contact	%	59	70	70	
Number of customer requests received	No.	79,453	89,965	-	
Percentage of customer requests actioned within agreed service standards	%	95	94	95	
Customer satisfaction from Mystery Shopper Survey	%	85	86	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 2011/12 and forward estimates

The City's 2011/12 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 2011/12 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 2011/12 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 2011/12 budget and future year's financial estimates.

### Income Statement

for the financial years 2011/12 to 2014/15

	\$'M	2011/12	2012/13	2013/14	2014/15
<b>Income from Continuing Operations</b>					
<b>Revenue:</b>					
Rates & Annual Charges		255.7	265.0	274.7	284.8
Fees and Charges		97.1	99.7	102.5	105.3
Interest Income		25.0	18.0	14.3	10.5
Other Income		94.0	103.5	107.0	110.6
Grants and Contributions provided for Capital Purposes		15.7	47.3	47.8	26.8
Grants and Contributions provided for Operating Purposes		13.9	14.3	14.7	15.2
Total Income from Continuing Operations		501.5	547.9	561.0	553.2
<b>Expenses from Continuing Operations</b>					
Employee Related Costs		171.4	178.2	185.1	192.2
Borrowing		0.0	0.0	0.0	0.0
Materials and Contracts		93.2	96.0	98.9	101.8
Depreciation		74.1	81.8	85.6	90.5
Other Expenditure		91.1	96.7	100.4	105.5
Total Expenses from Continuing Operations		429.9	452.7	470.1	490.0
Net Operating Result for the Year		71.6	95.2	91.0	63.2

## Detailed Income and Expenditure

	\$'M	2011/12	2012/13	2013/14	2014/15
<b>OPERATING INCOME</b>					
Advertising Income		5.5	5.5	5.6	5.7
Aquatic Facilities Income		11.8	12.2	12.5	12.9
Building & Development Application Incom		4.8	5.0	5.1	5.3
Building Certificate		1.5	1.5	1.5	1.6
Child Care Fees		2.0	2.0	2.1	2.1
Commercial Properties		50.7	58.8	60.9	63.1
Enforcement Income		41.0	42.2	43.5	44.8
Grants and Contributions		13.9	14.3	14.7	15.2
Health Related Income		1.1	1.2	1.2	1.3
Library Income		0.4	0.4	0.4	0.4
Other Building Fees		5.3	5.4	5.6	5.7
Other Fees		2.7	2.8	2.9	3.0
Other Income		1.7	1.8	1.8	1.9
Parking Meter Income		36.0	36.8	37.5	38.2
Parking Station Income		10.1	10.7	11.2	11.7
Private Work Income		4.1	4.2	4.3	4.4
Rates & Annual Charges		255.7	265.0	274.7	284.8
Sponsorship Income		0.9	1.0	1.0	1.0
Venue/Facility Income		5.2	5.4	5.5	5.7
Work Zone / Filming		5.7	5.8	6.0	6.2
<b>Total Income from Continuing Operations</b>		<b>460.1</b>	<b>481.8</b>	<b>498.1</b>	<b>515.1</b>
<b>OPERATING EXPENDITURE</b>					
Agency Contract Staff		3.8	4.0	4.1	4.2
Employee Oncosts		5.7	7.3	7.6	8.0
Fringe Benefit Tax		0.5	0.5	0.5	0.5
Other Employee Related Costs		2.3	2.3	2.4	2.5
Salaries and Wages		138.6	144.2	149.8	155.6
Superannuation		15.6	14.9	15.5	16.1
Travelling		0.6	0.6	0.6	0.6
Training Costs (excluding salaries)		1.8	1.9	1.9	2.0
Workers Compensation Insurance		2.5	2.6	2.7	2.7
<b>Total Employee Related Costs</b>		<b>171.4</b>	<b>178.2</b>	<b>185.1</b>	<b>192.2</b>
Aquatic Facility Management Fees		10.7	11.0	11.3	11.7
Bad & Doubtful Debts		0.5	0.4	0.4	0.4
Consultancies		5.4	5.6	5.7	5.9
Enforcement & Infringement Costs		13.0	13.4	13.8	14.2
Event Related Expenditure		12.4	12.8	13.2	13.6
Expenditure Recovered		(5.1)	(5.3)	(5.4)	(5.6)
General Advertising		2.4	2.5	2.5	2.6
Governance		1.7	1.7	1.8	3.0
Government Authority Charges		19.9	21.2	22.5	24.0
Grants, Sponsorships and Donations		6.3	6.2	6.2	6.3
Infrastructure Maintenance		25.6	26.4	27.2	28.0
Insurance		3.0	3.0	3.1	3.2
Interest Expense		0.1	0.1	0.1	0.1
IT Related Expenditure		3.3	3.4	3.5	3.6
Legal Fees		3.4	3.5	3.6	3.7
Minor Plant Purchase		1.3	1.3	1.3	1.4
Operational Contingencies		4.0	6.0	6.0	6.0
Other Asset Maintenance		1.8	1.9	1.9	2.0
Other Operating Expenditure		9.3	9.5	9.8	10.1
Postage & Couriers		1.0	1.0	1.0	1.1
Printing & Stationery		2.8	2.9	3.0	3.1
Project Management & Other Project Costs		3.2	3.3	3.4	3.5
Property Related Expenditure		21.8	22.4	23.1	23.8
Public Domain Enhancement Contributions		1.7	1.8	1.8	1.9
Service Contracts		10.5	10.8	11.2	11.5
Stores & Materials		4.3	4.5	4.6	4.7
Surveys & Studies		2.9	3.0	3.1	3.2
Telephone Charges		2.5	2.5	2.6	2.7
Utilities		10.9	12.0	12.7	13.5
Vehicle Maintenance		3.0	3.1	3.2	3.3
<b>Non Salary &amp; Wages Related Expenditure</b>		<b>183.6</b>	<b>192.0</b>	<b>198.6</b>	<b>206.5</b>
<b>Total Expenditure (excluding Depreciation)</b>		<b>355.0</b>	<b>370.2</b>	<b>383.7</b>	<b>398.7</b>
<b>Operating Surplus</b>		<b>105.0</b>	<b>111.6</b>	<b>114.5</b>	<b>116.3</b>

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

2011/12 Budget

	\$M	Income	Expenditure	Operating Surplus	2012/13	2013/14	2014/15
<b>Chief Executive Office</b>		<b>0.5</b>	<b>11.1</b>	<b>(10.6)</b>	<b>(10.9)</b>	<b>(11.3)</b>	<b>(11.7)</b>
Chief Executive Office		0.0	1.2	(1.2)	(1.3)	(1.3)	(1.4)
Finance		0.5	6.8	(6.3)	(6.4)	(6.7)	(6.9)
Office of the Lord Mayor		0.0	3.1	(3.1)	(3.1)	(3.3)	(3.4)
<b>Workforce and Information Services</b>		<b>0.1</b>	<b>20.1</b>	<b>(20.0)</b>	<b>(20.6)</b>	<b>(21.3)</b>	<b>(22.1)</b>
Workforce Services		0.0	7.0	(7.0)	(7.2)	(7.5)	(7.7)
Information Management		0.1	13.1	(13.0)	(13.4)	(13.9)	(14.4)
<b>Legal and Governance</b>		<b>0.0</b>	<b>13.0</b>	<b>(12.9)</b>	<b>(12.5)</b>	<b>(13.0)</b>	<b>(14.6)</b>
Legal Services		0.0	5.8	(5.8)	(6.0)	(6.2)	(6.4)
Risk Management		0.0	4.4	(4.4)	(3.8)	(3.9)	(4.0)
Secretariat		0.0	2.7	(2.7)	(2.8)	(2.9)	(4.2)
<b>City Operations</b>		<b>116.8</b>	<b>158.2</b>	<b>(41.4)</b>	<b>(40.3)</b>	<b>(43.4)</b>	<b>(46.7)</b>
City Rangers		40.9	26.9	14.0	14.5	14.8	15.2
City Infrastructure		12.3	28.4	(16.0)	(17.8)	(18.9)	(20.0)
Cleansing & Waste		0.7	45.1	(44.4)	(45.8)	(48.1)	(50.5)
Parks, Trees & Aquatic Facilities		12.7	32.3	(19.6)	(20.0)	(20.7)	(21.4)
Security & Emergency Management		0.0	4.5	(4.5)	(1.5)	(1.6)	(1.7)
Strategy and Assets Group		45.8	16.2	29.7	30.4	31.1	31.9
City Operations Management		0.0	0.7	(0.7)	(0.8)	(0.8)	(0.8)
Venue Management		4.3	4.1	0.1	0.7	0.7	0.7
<b>City Culture and Community</b>		<b>9.8</b>	<b>46.5</b>	<b>(36.7)</b>	<b>(38.0)</b>	<b>(39.4)</b>	<b>(40.7)</b>
City Culture and Community Management		0.0	1.9	(1.9)	(2.0)	(2.0)	(2.1)
City Culture		2.9	25.4	(22.4)	(23.3)	(24.1)	(24.8)
Children Services		2.9	4.9	(2.0)	(2.1)	(2.2)	(2.3)
Community Centres		1.9	4.4	(2.5)	(2.5)	(2.6)	(2.8)
Social Policy and Community Support		2.1	9.9	(7.9)	(8.1)	(8.5)	(8.7)
<b>City Planning Regulatory Services</b>		<b>17.4</b>	<b>29.7</b>	<b>(12.3)</b>	<b>(12.6)</b>	<b>(13.2)</b>	<b>(13.9)</b>
City Planning		4.5	9.8	(5.3)	(5.5)	(5.7)	(6.0)
City Plan Development		0.4	4.4	(4.0)	(4.1)	(4.3)	(4.5)
City Access		0.0	3.3	(3.3)	(3.4)	(3.5)	(3.6)
Health & Building Compliance		12.6	12.2	0.3	0.4	0.3	0.2
<b>Chief Operations Office</b>		<b>1.7</b>	<b>16.9</b>	<b>(15.3)</b>	<b>(15.8)</b>	<b>(16.3)</b>	<b>(16.8)</b>
Chief Operations Office		0.0	0.5	(0.5)	(0.5)	(0.5)	(0.6)
Asset Strategies and Systems		0.0	0.3	(0.3)	(0.3)	(0.3)	(0.3)
Sustainability		1.7	6.2	(4.6)	(4.6)	(4.8)	(4.9)
Design City Strategy		0.0	2.3	(2.3)	(2.4)	(2.5)	(2.6)
Strategy and Economic Development		0.0	6.3	(6.3)	(6.5)	(6.7)	(6.9)
City Renewal		0.0	1.3	(1.3)	(1.4)	(1.4)	(1.5)
<b>City Engagement</b>		<b>1.8</b>	<b>16.6</b>	<b>(14.8)</b>	<b>(15.5)</b>	<b>(16.1)</b>	<b>(16.7)</b>
Communications		0.1	10.6	(10.5)	(11.1)	(11.5)	(11.9)
Customer Service		1.7	6.0	(4.3)	(4.4)	(4.6)	(4.8)
<b>Corporate Costs</b>		<b>261.6</b>	<b>6.2</b>	<b>255.3</b>	<b>263.4</b>	<b>273.3</b>	<b>283.5</b>
Corporate Costs		261.6	6.2	255.3	263.4	273.3	283.5
<b>City Property</b>		<b>50.4</b>	<b>30.8</b>	<b>19.6</b>	<b>20.3</b>	<b>21.3</b>	<b>22.2</b>
City Property		50.4	30.8	19.6	20.3	21.3	22.2
<b>City Projects</b>		<b>0.0</b>	<b>6.0</b>	<b>(6.0)</b>	<b>(5.9)</b>	<b>(6.1)</b>	<b>(6.4)</b>
City Projects		0.0	6.0	(6.0)	(5.9)	(6.1)	(6.4)
<b>OPERATING SURPLUS</b>		<b>460.1</b>	<b>355.0</b>	<b>105.0</b>	<b>111.6</b>	<b>114.5</b>	<b>116.3</b>

## SUMMARY OF INCOME AND EXPENDITURE BY PRINCIPAL ACTIVITY 2011/12 to 2014/15

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

	2011/12			2012/13	2013/14	2014/15
\$M	Income	Expenditure	Net Surplus	Net Surplus		
A globally competitive and innovative city	42.5	50.1	(7.6)	(7.6)	(8.0)	(8.4)
A leading environmental performer	2.4	58.4	(56.0)	(58.2)	(60.9)	(63.7)
Integrated transport for a connected city	58.9	40.9	18.0	16.8	16.5	16.3
A city for walking and cycling	0.0	1.2	(1.2)	(1.2)	(1.2)	(1.3)
A lively and engaging city centre	0.2	0.9	(0.7)	(0.7)	(0.8)	(0.8)
Vibrant local communities and economies	22.7	71.7	(49.1)	(50.3)	(52.1)	(53.9)
A cultural and creative city	2.1	5.2	(3.1)	(3.2)	(3.3)	(3.4)
Housing for a diverse population	0.0	0.0	0.0	0.0	0.0	0.0
Sustainable development, renewal & design	32.4	29.6	2.9	32.3	32.1	13.2
Implementation through effective governance & partnerships	340.4	172.0	168.5	167.3	168.5	165.2
<b>Total Council</b>	<b>501.5</b>	<b>429.9</b>	<b>71.6</b>	<b>95.2</b>	<b>91.0</b>	<b>63.2</b>

*Including Interest Income, Depreciation and Capital Income.*

## CAPITAL WORKS PROGRAM 2011/12 TO 2014/15

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.

### City of Sydney Capital Works Program - 4 Year Summary

\$M	2011/12	2012/13	2013/14	2014/15	Total Project Budget
<b>Major Projects</b>					
Belmore Park	0.5	2.5	3.5	0.5	7.0
Chinatown Public Domain	1.1	3.5	3.2	3.0	21.5
Dunning Ave Depot	0.7	5.0	6.0	0.7	13.1
Foley Lane	0.7	2.0	1.5		4.5
Glebe Foreshore	0.2	2.4			14.1
Glebe Town Hall	6.2				10.3
Green Square Community Facilities	5.3	7.0	21.0	16.5	60.0
Green Square Health and Recreation Centre		1.0			150.3
Green Square Town Centre Infrastructure	1.0	29.2	29.2	8.2	103.2
Harold Park - New Park	0.0	4.0	4.0		8.0
Harris St		0.2	1.8		7.0
Hyde Park	0.9	7.6	0.0	5.5	22.8
Paddington Town Hall	2.3				3.8
Perry Park - Recreational Facilities	1.0	12.0	17.0		30.4
Prince Alfred Park	10.5				28.2
Sydney Town Hall	2.8	3.6	6.9	5.6	77.3
William St 101-111 Works	1.0				1.8
Woolloomooloo Improvements	0.6	1.2	1.0	2.5	10.6
<b>Major Projects Total</b>	<b>34.8</b>	<b>81.3</b>	<b>95.0</b>	<b>42.4</b>	<b>574.0</b>

**City of Sydney**  
**Capital Works Program - 4 Year Summary- continued**

\$,000	2011/12	2012/13	2013/14	2014/15
<b>Programs</b>				
Accessibility Upgrades	0.5	0.5	1.0	0.5
Bicycle Related Works	10.1	14.6	8.6	5.3
Car Parks	0.8	5.0	6.5	7.4
Greening Sydney	2.3	3.0	3.0	3.0
Open Space & Parks	8.2	6.7	7.5	9.8
PCTC Works	2.5	1.3	1.1	1.1
Pools	2.3	4.9	2.5	1.9
Property Related Projects	20.7	17.7	7.1	3.7
Public Domain	21.6	15.7	14.8	14.7
Stormwater	1.7	2.7	2.7	2.7
Sydney Park	0.2	0.3	1.0	
Village Planning Facilities	8.0	14.2	12.5	4.3
<b>Major Programs Total</b>	<b>79.0</b>	<b>86.7</b>	<b>68.3</b>	<b>54.4</b>
<b>2030 Projects &amp; Contingency</b>				
Green Infrastructure	23.3	35.1	24.8	20.6
City Centre Transformation	4.0	4.0	40.0	40.0
Green Square Green Infrastructure	1.8	16.7	26.0	
Capital Works Contingency	5.0	5.0	5.0	5.0
2030 Projects & Contingency	34.1	60.8	95.8	65.6
<b>Grand Total</b>	<b>147.9</b>	<b>228.8</b>	<b>259.1</b>	<b>162.4</b>

## CASH FLOW FORECAST

	\$M	2011/12	2012/13	2013/14	2014/15
<b>Revenue:</b>					
Rates and Annual Charges		255.7	265.0	274.7	284.8
Other Operating Income		204.3	216.8	223.4	230.2
<b>Operating Income</b>		<b>460.1</b>	<b>481.8</b>	<b>498.1</b>	<b>515.1</b>
<b>Expenses:</b>					
Salary & Wages Expenditure		171.4	178.2	185.1	192.2
Other Operating Expenditure		183.6	192.0	198.6	206.5
<b>Operating Expenditure</b>		<b>355.0</b>	<b>370.2</b>	<b>383.7</b>	<b>398.7</b>
<b>Operating Surplus</b>		<b>105.0</b>	<b>111.6</b>	<b>114.4</b>	<b>116.3</b>
<b>Other Non Operating:</b>					
Interest Income		25.0	18.0	14.3	10.5
Depreciation		(74.1)	(81.8)	(85.6)	(90.5)
Capital Grants and Contributions		15.7	47.3	47.8	26.8
<b>Net Surplus</b>		<b>71.6</b>	<b>95.2</b>	<b>90.9</b>	<b>63.2</b>
<b>Add Back :</b>					
Depreciation		74.1	81.8	85.6	90.5
Movements for Provisions		1.5	1.6	1.7	1.7
<b>Cash Surplus before Capital Expenditure</b>		<b>147.2</b>	<b>178.5</b>	<b>178.2</b>	<b>155.4</b>
<b>Capital Expenditure</b>					
Capital Works		(147.9)	(228.8)	(259.1)	(162.4)
Plant and Asset Acquisitions		(21.1)	(15.0)	(15.0)	(15.0)
Property Acquisitions/Divestment		0.6	8.5	7.3	(37.5)
<b>Total Capital Expenditure</b>		<b>(168.4)</b>	<b>(235.3)</b>	<b>(266.8)</b>	<b>(214.9)</b>
<b>Cash Surplus / (Deficit)</b>		<b>(21.2)</b>	<b>(56.7)</b>	<b>(88.6)</b>	<b>(59.6)</b>
Total Cash at Beginning of Period		392.0	370.8	314.0	225.4
Cash Surplus/ (Deficit)		(21.2)	(56.7)	(88.6)	(59.6)
<b>Total Cash at End of Period</b>		<b>370.8</b>	<b>314.0</b>	<b>225.4</b>	<b>165.9</b>