

City of Sydney – Q2 Operational Plan Report 2018/19

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1 A globally competitive and innovative city

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.

1.1 Plans are in place to accommodate growth and change in the city centre and other key economic areas.

Major Projects	Completion Date	% Complete	Progress To Date	Status
City Planning				
Conduct strategic studies and reviews to inform planning control amendments that protect and grow jobs.	2018	95	The Central Sydney Planning Strategy and associated planning controls is yet to receive a gateway determination to enable public exhibition. The City continues to respond to a number of issues raised by the Department of Planning and Environment.	Watch

Major Programs	Progress To Date	Status
City Development		
Liaise with state agencies and deliverers of Barangaroo, Darling Harbour redevelopment and major public or private developments to ensure there are lively waterfront parks, continuous foreshore access, cafes, culture, entertainment, social inclusion, community buildings and integration with surrounding areas.	Ongoing involvement and input as required.	On Track

Service Delivery	Progress To Date	Status
Deliver City Services to meet the needs of a Global City.	First round of consultation involving staff and community commenced as scheduled in November. This will be completed by March, at which point further consultation and detailed planning for future services will commence.	On Track

1.2 The city economy is competitive, prosperous and inclusive.

Major Programs	Progress To Date	Status
Economy		
Continue to implement the OPEN Sydney strategy to develop a vibrant, safe and sustainable night time economy that offers a diverse range of leisure and entertainment options for all ages and interests, with inviting and safe public spaces, easily accessible information and connected transport.	<p>Regulatory reform The City received strong community support for two proposed regulatory reform projects: Open and Creative City: planning for culture and the night time economy; and review of the Late Night Trading Development Control Plan. Planning controls and a revised noise policy are being developed to make it easier for shops and businesses to open later in the City's commercial areas, enable more small-scale cultural uses, and provide a clear and fair approach to managing noise from entertainment venues. The revised Late Night Trading Development Control Plan is currently out for public exhibition.</p> <p>Business Support Grants program The City received 25 applications for Night Time Diversification grants, with eight projects approved to the total value of \$113,465. Six projects are focused on retail and business services,</p> <p>Nightlife and Creative Sector Advisory Panel</p>	On Track

The Panel met 5 times in 2018. The Panel identified 5 key priorities - changing the narrative; reducing regulation; promoting stronger collaboration among stakeholders; identifying flexible buildings to enable more creativity; and advocating for 24 hour public transport. Progress on these priorities was achieved through contributions to the review of the Late Night Trading Development Control Plan, Open and Creative reforms, marketing and media activities and cultural infrastructure planning.

NSW Government's Night Time Economy Taskforce

The City is a member of the NSW Government's Night Time Economy Taskforce comprising State agencies to deliver a Roundtable Action Plan. The City has commenced or completed all its actions, including continued support to the Safe Space Take Kare Ambassador program, a new marketing campaign to promote the City's local businesses all year round, new legible Sydney wayfinding signage, and planning reforms to enable later trading business, more small scale cultural uses and fairer processes for managing sound from entertainment venues. NSW Government has yet to deliver its key actions including development of a Night Time Economy Masterplan (strategy), promotion of Sydney's nightlife, planning and liquor licensing reforms and a trial of public transport to 4am on weekends. Work is underway by Department of Planning & Environment to develop a planning reform discussion paper, proposed for release in mid-2019.

Develop and implement the International Engagement Framework that focuses on promoting Sydney; attracting talent, visitation and investment; connecting local businesses and organisations with international opportunities; and, building skills and capacity through knowledge exchange.

The 8th annual Sydney China Business Forum was held on 22 October and focused on sustainability, health and innovation: 'China's Healthy Cities: opportunities and challenges for Australian businesses. Over 240 participants including local and Chinese businesses, government and academia.

On Track

The City hosted an international business delegation from China in October, in partnership with the Australian China Business Council and the University of Sydney's China Studies Centre. This included facilitating Chinese connections and dialogue with businesses such as Kinesis, Sensity, Urbis and Goldwind. The program attracted 70 visiting Chinese business delegates, local businesses and industry influencers.

The first international Sydney Landing Pad launched on 28 September. The landing pad is financially supported by the City and will be coordinated by Haymarket HQ. It aims to support high growth Asian small to medium businesses planning to expand into Sydney. Applications for the program will open in early February 2019.

The Virangana Project, financially supported by the City, hosted seven Indian female entrepreneurs in October to connect with Sydney Startup Hub, Haymarket HQ, businesses Ferrier Hodgson, PWC and education providers UTS and UNSW. The first Bollywood styled pitch fest held in Australia, attracting over 100 business, venture capitalists and government. The program resulted in the establishment of 3 businesses setting up in Sydney.

The Global Sydney Investor Showcase, in collaboration with Austrade, took place in October with 40 international decision makers from ASEAN, India and Denmark taken on a tour to experience key sustainable development and smart technologies in Sydney.

The sixth International Education Providers Forum was held in November, in partnership with StudyNSW. It workshopped the themes of the City's International Education Action Plan - Welcoming, Wellbeing and Work Integrated Learning. Over 340 participants including education providers, agents, government representatives and international students.

Council also recently approved financial support of \$90,000 over 3 years to support the Asia Insights Series aimed at equipping Sydney businesses with the skills, knowledge and networks to do business with Asia.

Implement priority projects and programs from the Retail Action Plan that create great experiences, build capacity and resilience, remove barriers, and engage with the sector.

The annual Christmas Retail briefings took place September - December where the City actively engaged with all retailers in the CBD to encourage activation, decoration and promotion of the launch of Christmas in the City. Strong uptake by retailers to participate in the launch event. Vogue Fashion's Night Out debrief occurred in November highlighting the success of the 2018 event. The City has agreed to sponsor this major event for the next three years (2019 - 2021). Over 600 retailers activated during this 1 day/night event. The City agreed to sponsor the Mercedes Benz Fashion Week Australia for the next three years (2019 - 2021) to further support the creative and fashion retail sector, build capacity and promote Sydney and Australia on the global fashion stage.

On Track

Implement priority projects and programs arising from the Tech Start Up Action Plan to support the growth of the tech start-up ecosystem.

Consultation with the sector on the future Business Innovation Space (BIS) at Circular Quay (182 George Street) has been completed. Work is continuing to develop a recommendation for a suitable operational model.

On Track

The Visiting Entrepreneur Program (VEP) in October and November was a big success. The City has welcomed Matthew Brimer, Mark Brand, and Joseph Lubin as keynote speakers with over 1500 participants from the Tech Startup ecosystem. The City has locked in Robert Hsiung, Managing Director of Udacity China, as the keynote speaker for the next VEP in April 2019.

Implement priority projects and programs from the Eora Journey Economic Development Plan that focus on support for Aboriginal and Torres Strait Islander business owners, employees and education success.

The City continues to support the NSW Indigenous Chamber of Commerce to run a business accelerator (focused on mentoring and access to business skills) for 10 Indigenous businesses, engaged with Aboriginal and Torres Strait Islander tech businesses as part of the second Visiting Entrepreneur Program, and is profiling Aboriginal and Torres Strait Islander businesses as part of the 365 Days of Local Economies marketing campaign.

On Track

City partnerships with Broadsheet, Concrete Playground and TimeOut featured Indigenous businesses and local stories. These include The Tin Humpty café on Redfern Street, APY Gallery in Darlinghurst, Winya Furniture, Tribal Warrior, Ngakkan Nyaagu and 'things to do in Redfern' interview with Marlene Cummins. These stories have reached over 215,000 people.

The Visiting Entrepreneur Program included Aboriginal and Torres Strait Islander presenters, and connected international guests with the National Centre of Indigenous Excellence, Tribal Warrior cruises, author Bruce Pascoe at Museum of Arts and Applied Sciences and Tranby College.

The City purchased the former Redfern Post Office in November 2018. The City will engage with community about potential uses for community, culture and creativity, and economic development.

Sponsorship of the National NAIDOC Awards ceremony in Sydney July 2018 for \$40,000. The awards are the biggest annual recognition of Aboriginal and Torres Strait Islander excellence across the country. Awards include scholar, young person and apprentice of the year.

Sponsorship of the Healing Our Spirit Worldwide Eight Gathering in November 2018 for \$10,000. This included international visitors gathering over 3 days to network and develop innovation and cultural strength of First Nations people. The event included a free program and a public market place showcasing Indigenous businesses.

In July 2018, AFL Sportsready trainees and their supervisors attended an Aboriginal and Torres Strait Islander Cultural Respect workshop to increase their understanding, develop communication skills and learn about connection to culture.

The Aboriginal and Torres Strait Islander workforce strategy was developed. The City has created a new identified senior position, Manager Indigenous Leadership and Engagement, which is under recruitment.

In November 2018, Winya Indigenous Furniture won Excellence in Workplace Inclusion at the NSW Business Chamber Business Awards 2018.

Strategic research, analysis and knowledge sharing.

Collect data, undertake strategic analysis, and provide demographic and economic development information to industry, academia, government and business.

The Floor Space and Employment Survey was completed. The results for the City and ten villages were published on the City of Sydney website and will also be used for internal projects. The Housing Audit and Residential Monitor are also on the website. The Commercial Development Monitor and the Visitor Accommodation Monitor will be published on the website in 2019.

The Wellbeing Survey closed in late December. Results will be used for input into Sustainable Sydney 2050 and will be incorporated into the Community Wellbeing indicators.

Population data was updated on the City of Sydney website. The Estimated Resident Population (ERP) was amended to 232,926 for June 2017.

On Track

1.3 The city economy is an integrated network of sectors, markets and high performing clusters.

Major Programs

Progress To Date

Status

Knowledge and skills

Implement priority projects and programs from the International Education Action Plan that focus on student 'welcome', 'well-being' and 'work-integrated learning opportunities'.

1. Forums and Round table Discussions

The City has continued to participate in, and to host forums and round tables on international students in Sydney. These forums are concerned with improving the experience of students whilst studying in Australia, and in so doing, improve the marketability of tertiary education in Australia to overseas markets.

2. International Student Internship Program

The City continues to provide internship programs for international students interesting in working for the City of Sydney Council. The City hosts approximately 8 students per year spread across a range of different departments to improve their learning experience. The City has also increasingly promoted the opportunity of providing international student internships to small and medium-sized enterprises within Sydney LGA.

3. International Student Conferences

The with the successful release of the City of Sydney's International Education Action Plan, the City has been invited to present at international education conferences such as ISANA. ISANA is an association of Australian and New Zealand international education professionals whose members are dedicated to the advancement of international education. The City has also participated in panel discussions at other similar events.

On Track

Affordable spaces - Economic

Optimise the use of City owned properties as affordable space within the context of the City's economic action plans

The City has conducted 50 interviews with stakeholders in the Tech Startup ecosystem to assist with determining the most appropriate layout and operating model for the proposed Business Innovation Space (BIS) at 182 George St.

Work has continued to determine appropriate layout, space and functional considerations. This has occurred in continued dialogue with stakeholders to ensure the future facility is relevant to the needs of startups. Work will now commence on the process to determine the appropriate operating model and operator.

On Track

1.4 The city economy is resilient.

Major Programs	Progress To Date	Status
Economic Resilience		
Contribute to metropolitan and state-wide strategic economic planning.	The Economic Development Network (EDN), City of Sydney and other local councils are continuing to meet with relevant NSW Government agencies on matters of economic development policy. A meeting was held at Sydney Olympic Park in December 2018 to discuss relevant economic planning issues in Greater Sydney such as: Sydney Olympic Park; Parramatta Light Rail; Macquarie Park; and, Sydney Metro West The EDN provides an excellent opportunity for economic development to be discussed between local government and other government agencies.	On Track

1.5 The city enhances its global position and attractiveness as a destination for people, business and investment.

Major Programs	Progress To Date	Status
Major events		
Deliver Sydney New Year's Eve that promotes Sydney as a tourist destination as part of increasing awareness of Sydney as a global destination.	Sydney New Year's Eve for 2018 saw close to one million people gathered around Sydney Harbour to celebrate the New Year and another one billion people around the world tuned in to watch the event. The ABC broadcast was a huge success and recorded as the most watched ABC program of the year. Social media played a central role in marketing Sydney New Year's Eve, with the City of Sydney's Facebook posts reaching an estimated 1.9 million people and 300,000 post engagements during the event period. Crowd management and customer experience continued to be a strong focus. A team of 285 City staff worked throughout the night to ensure the streets were clean by early the next morning. Through the clean-up and messaging around recyclables, significantly less waste was collected than last year, reducing the impact of the celebration on our environment. The 2018 Sydney New Year's Eve showcased Sydney as a safe, inclusive, vibrant global city to those attending around the harbour as well as those watching on television and online globally.	On Track
Deliver the Christmas in the City program as a celebration of Sydney Christmas promoting retail destinations in the city.	Sydney Christmas in the City for 2018 was four weeks of special events, with new trees and decorations. The season began with a new expanded event on Saturday 24 November from Martin Place to Market Street and included Pitt Street and a pedestrianised George Street for the first time. The event included roaming entertainment, pop-up stages and choirs, as well as an increased number of retail activations in Pitt Street Mall under the Canopy of Light as well as the lighting of the tree and fireworks. Retailers reported increased footfall on Saturday 24 November as well as an increase in social media coverage throughout the season. The impact of the Christmas in the City event has increased retail interest in activation for the future. There were also 5 Village Concerts, which were expanded to include Green Square for the first time in 2018.	On Track
Deliver the Chinese New Year Festival and Lunar New Year (for Sydney communities, businesses as well as domestic and international visitors).		Not Yet Due To Report

Deliver and contribute to the recognition of Sydney internationally by marketing New Year's Eve, Chinese New Year, Fashion Week, Christmas and other events in association with Destination NSW and Business Events Sydney, international broadcasts, recognition programs, connectivity whether virtual or physical.

The City continues to position Sydney as a global destination through the ongoing promotion of events using traditional and digital communication channels. The What's On website continues to play a central role promoting events in Sydney year-round, receiving 4.7 million page views from July-Dec 2018 (a 2.4% increase on 2017) and 9.4 million page views total in 2018 (a 59% increase on previous years' performance).

On Track

The Sydney New Year's Eve website recorded 787,000 sessions from 01/11/18 - 02/01/19; 415,000 of which occurred on the 31/12/18 - 01/01/19. Social media played a central role in marketing Sydney New Year's Eve, with the City's Facebook posts reaching an estimated 1.9 million people and 300,000 post engagements during the event period.

The City continues to develop the Destination Ambassador Program, now with 175 on board as at November 2018. These volunteers promote Sydney to the growing tourist market, notably over the summer period, and their duties include meet and greet of cruise passengers, and as roving ambassadors during key events in the city. From July-November 28,875 enquiries were recorded with Circular Quay the busiest location.

Visitor Experience

Implement priority projects and programs from the Tourism Action Plan that focus on destination development, destination management and destination marketing.

Additional funding of \$50,000 has been secured from Destination NSW and the Sydney Tourism Information Program (STIP). The Sydney CBD Visitor Services Working Group met in December to review the draft Terms of Reference and stakeholder group. This group will meet quarterly and will be important stakeholders. The Tourism Evaluation Framework continues to be developed and updated regularly.

On Track

Business and Investment Attraction

Work with the State Government and other partners on initiatives to promote Sydney, and with Business Events Sydney to attract international conferences to Sydney.

The City is working with Destination NSW to promote our local economies via the #sydneylocal campaign. Destination NSW recently shared nine of the digital neighbourhood guides (Newtown, Surry Hills, Rosebery, Potts Point, Redfern, Darlinghurst, Paddington, CBD, Chippendale) on the sydney.com Facebook and Instagram accounts extending the reach of the campaign to their audience of domestic and international visitors. For example, the City of Sydney produced 'A Local's Guide to Newtown' attracted 51,000 likes and 635 shares on their Facebook page and 17,000 likes and 276 comments on their Instagram account.

On Track

The City has also worked with Destination NSW and Properties NSW to produce The Official Guide to Sydney & Map (2.1 million copies) which profiles 240 businesses across the local government area and is available at the international airport, hotels and kiosks.

Cleansing and waste

Provide high quality, customer focussed street cleansing service that meets the needs of the community.

In Q1 the City collected a total of 15,472.41 tonnes of residential and cleansing waste, 132 tonnes of mattresses and 172 tonnes of white goods. In Q2 the City collected a total of 17,671.37 tonnes of residential and cleansing waste, 184.90 tonnes of mattresses and 122.62 tonnes of white goods. New Year's Eve clean-up was a major success and incident free. Overall 35 tonnes of rubbish was collected over a 24 hours period.

On Track

Monitoring and compliance

Maintain inspection programs to monitor legislative compliance in the areas of fire safety, building compliance, late night trading premises and public health.

Fire safety:

Fire Safety compliance programs are being maintained with regular monitoring of properties and investigation of customer queries relating to fire safety. Annual Fire Safety Statement submissions and the monitoring of the City's Annual Fire Safety Statement Register is on track.

Detailed inspections of buildings affected by the installation of external cladding material are underway. A dedicated team has been established to undertake these inspections and respond to new registrations through the NSW portal.

Public Health Amendment (Legionella Control) Regulations 2018:

The second part of the amendment to the Public Health Regulations was gazetted on Friday 10th August. The City has now issued 2,016 unique numbers to 1,096 owner/occupiers to enable display on cooling towers, which is a new legislative requirement. On 13 August 2018 the City amended its approach to cooling tower inspections due to the legislative changes. Greater obligations and responsibilities are now placed on registered occupiers to manage and inspect cooling towers to control risks associated with Legionnaires Disease. Councils will continue to inspect when issues are presented.

Late Night & Licensed Premises:

Higher risk trial period development consent compliance inspections of late trading and licensed premises being prioritised with current available staff resources. Complaints continue to be investigated to address urban amenity concerns.

Commenced participation in the City's Summer Program which ensures increased services to support safety in the night time economy over the festive period.

Building Compliance:

A small investigative team has been established to assist in the investigations and enforcement (where required) of illegal accommodation and illegal sex services (massage parlours). The team has had some successful outcomes in the first half of the year. Investigations for all other building compliance matters continues and work has commenced on reviewing the risk rating to ensure limited resources are directed to the higher risk activities.

Public Health:

Arising from changes to our risk rating program, as agreed with the NSW Food Authority and an increase in new food business registrations, there has been a significant increase in food safety inspections. This has necessitated the City reviewing the risk profiles to ensure that resources are directed to inspect the high risk food premises in the first half of the year. All other food businesses will be inspected by the end of the year.

Operate proactive patrols to monitor legislative compliance and respond to customer complaints including but not limited to DAs, companion animals, noise, litter and unlawful trading.

Since July 2018 the rangers spent over 24, 926 hours in patrols to monitor legislative compliance and respond to customer complaints including but not limited to DAs, companion animals, noise, litter and unlawful trading.

On Track

On Track

1.S.1 Performance Measures

Sydney as a Brand

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Doubling of Sydney's night time economy turnover (2012 baseline of 15.6 billion; 2030 Target \$30 billion) (measured annually)	\$	-	-	-	-	-	-	-	-	-		Indicator Only

City Development

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Commercial Development Approved	m2	192,165	21,663	-	38,038	80,900	-	-	-	118,938	Data sourced from Urban Analytics' development statistics database	Indicator Only
Commercial Development Completed	m2	752,795	181,568	-	4,615	1,736	-	-	-	6,351	Data sourced from Urban Analytics' development statistics database	Indicator Only

Business Events Sydney

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Number of bids for business events submitted	No.	20	26	-	-	22	-	-	-	22	Business Events Sydney has bid for 22 business events in the first half of 18/19 including 9 bids won, 7 bids still prospecting and 6 bids lost.	Indicator Only
Number of events secured	No.	5	10	-	-	9	-	-	-	9	Business Events Sydney utilised City of Sydney funding to successfully secure nine global meetings and incentives for the city.	Indicator Only
Delegate numbers of events secured	No.	3,520	13,922	-	-	5,300	-	-	-	5,300	These nine events are expected to deliver 5,300 delegates to the city between 2019 and 2022.	Indicator Only
Economic impact of events secured	\$	15,847,353	64,000,000	-	-	0	-	-	-	-	The nine events are expected to generate direct expenditure over \$18m for the economy.	Indicator Only
Delegate days of events secured	No.	16,080	77,782	-	-	21,000	-	-	-	21,000	These events are expected to deliver over 21,000 delegate days to the city between 2019 and 2022.	Indicator Only

Support for the Economy and Business

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Value of grants approved by the City of Sydney for major events	\$ '000	-	5,975	-	390	155	-	-	545	In the first half of the year the city supported three significant events, including year to date total of \$545,000 in cash and value in kind. The events include support for the Mercedes-Benz Fashion Week, Vogue Fashion's Night Out and the Sydney Fringe Festival.	Indicator Only
Value of grants approved by the City of Sydney including all commercial creative and business events and relevant knowledge exchange grants	\$ '000	-	698.6	-	666.62	45	-	-	711.62	Includes Business Events Sydney, StartCon, the Sydney China Business Forum, EMERGE STEM Careers Expo and Generation Entrepreneur's Incubator and Summer Bootcamp Program.	Indicator Only

Diverse and inclusive economy

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of City of Sydney suppliers who identify themselves as Aboriginal and Torres Strait Islander	No.	106	126	-	143	149	-	-	149		Indicator Only

International Students

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of international students studying at campuses in the city	No.	-	35,000	-	-	-	-	-	-	Reported annually	Indicator Only
Number of international students living in the city	No.	-	10,000	-	10,000	0	-	-	10,000	Q2 data not yet available. Reporting methodology under review.	Indicator Only

2 A leading environmental performer

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.

2.1 Greenhouse gas emissions are reduced across the city.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Energy efficiency and renewables				
Develop an implementation plan for the 50% renewable by 2030 target for the city.	2023	99	Council approved supporting Ausgrid local solar program at February 2018 Council meeting. Council approved budget for programs to accelerate local solar and large-scale renewable electricity. Program development work underway with expected launch of new services in the FY19.	On Track
Major Programs	Progress To Date			Status
Energy efficiency and renewables				
Plan for the integration of all fleet operations data and leverage analytics to drive a reduction in greenhouse gas emissions.	<p>The City has continued its work to improve data quality, data procedures and analytics to enhance the ability to drive efficiencies and reductions in emissions.</p> <p>Work is under way on an upgrade of Ausfleet to assist these processes, and to integrate data sources. An upgrade to the Datafuel system has been completed to provide more timely and accurate fuel information, and to save unnecessary travel to multiple depot sites to obtain fuel readings.</p> <p>Concept development work on installing telemetry systems in the City's fleet is well under way.</p>			On Track
Sustainable Planning				
Develop a pathway for the City's current planning controls to be strengthened over time to deliver net zero building standards.	<p>Project 1. On track. A web page detailing the series of forums and findings was created in late October 2018. Forum 2 targeting ESD and planning consultants and local and state government planners was held on 1 November.</p> <p>Project 2. On track. A draft Terms of Reference document has been developed for a Planning Leadership Advisory Group. Feedback will be sought from forum partners on the terms and membership in January 2019.</p> <p>Project 3. On track. Draft scope of works has been developed to commission a performance standards pathway to net zero energy/carbon buildings in Greater Sydney local government planning controls. Feedback was provided in December 2018 by key internal stakeholders and forum partners on the draft scope.</p>			On Track
Investigate the inclusion of Development Control Plan (DCP) provisions that introduce NABERS Energy Commitment Agreements for new commercial office buildings and major commercial office refurbishments over 500 sqm or 1000 sqm	The Energy and Waste DCP amendment report went to Council on 13 August 2018 and was carried unanimously. The Sydney DCP 2012 and Green Square Town Centre DCP were updated in late August 2018 to reflect the Council's decision. This action is now complete.			On Track
Advocacy				
Advocate for Ausgrid to adopt LED lights for all public domain light types (street lights, parks etc) in the city area.	There are approximately 12,000 Ausgrid owned lights within the City area. Ausgrid are currently programming the replacement of all local road LED lighting to meet our 2021 target. Main road lights will follow with a target completion of 2022.			On Track
Advocate for higher BASIX targets for residential buildings.	The City is now working with other Councils in our Sydney metro district to advocate for changes to the BASIX energy and water targets. As a collective we have recently met with the Greater Sydney Commission, and in particular the Environment and new District commissioners. Initial indications have been positive and we are continuing to work with them to determine the most effective strategy to have the NSW Government increase BASIX targets in our areas.			On Track

2.2 Waste from the city is managed as a valuable resource and the environmental impacts of its generation and disposal are minimised.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Sustainable Planning				
Incorporate minimum waste requirements for waste storage capacity for new developments in DCP.	2018	100	Council approved the amended DCP waste controls including the Guidelines for Waste Management in New Developments in August 2018. This action is complete.	Complete
Monitoring and reporting waste				
Integrate organisational waste reporting on a new digital platform.	2018	100	The Sustainability Management and Reporting Tool (SMART) has been configured to integrate the organisational waste data.	Complete
Managing waste and resources				
Develop and implement a community waste engagement plan that will provide a suite of on-going engagement programs and actions required to increase residential recycling rates, reduce contamination and support other waste targets.	2018	25	Key programs from the Resource Recovery Engagement Plan are being planned to be delivered in 2019.	On Track
Advocacy				
Develop and implement a service that offers residents the opportunity to participate in a subsidised trial food waste collection scheme.	2022	35	Expressions of interest for residents to register to participate in a food waste collection trial closed on 31 December. The number of registrations received was well above the number required for the trial. Assessment of the registrations is under way and trial participants will be selected and notified by 31 January. A Community Engagement and Education Program is currently being drafted. A deed of agreement for a grant supporting the program has been received from the NSW Office of Environment & Heritage (OEH). The agreement and funding budget is currently being reviewed.	On Track
Create community waste drop off point for problem waste streams.	2020	25	A traffic management and parking trial has been completed at Alexandra Canal Depot to test the viability of the site for a Community Recycling Centre. Preparations are underway for the next ewaste recycling event to be located at Alexandra Canal Depot.	On Track

Major Programs	Progress To Date			Status
Management and compliance				
Targeted patrols by City Rangers in the public domain to address illegal dumping, discarded cigarette butts, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act.	Quarter 1: 1,276 hours were conducted with 243 notices issued Quarter 2: 1,347 hours were conducted with 191 notices issued			On Track
Advocacy				
Advocate for state allocation of appropriate land resources to waste treatment, improved waste data, expanded product stewardship, maintaining landfill levy.	The City prepared responses to both Federal and State Government Draft Policies on waste and recycling in September and October 2018 respectively. The City's advocacy items were key to both submissions. The City has also requested a meeting with NSW Environment Protection Authority (EPA) to further the State submission and the new 20 year State Waste Strategy.			On Track
2.3 Across the city, potable water use is reduced through efficiency and recycling and gross pollutant loads to waterways are reduced.				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Recycled water				
Facilitate delivery of large-scale recycled water projects in new and established areas of the city.	2019	75	The Green Square Stage 1 water recycling project achieved practical completion in August 2018 and is now in its operation and maintenance phase supplying recycled water to customers. Production of recycled water will increase as more apartments within the Green Square Town Centre are connected to the network. Design and construction tender documentation is being prepared for the Sydney Park water treatment plant is having to be relocated as a consequence of WestConnex works. Improvements are being made to the Munni Channel stormwater harvest system that supplies water to the Sydney Park wetland and the water treatment plant.	Watch
Stormwater quality / waterway health				
Develop a Model for Urban Stormwater Improvement Conceptualisation (MUSIC) to estimate the stormwater pollution reduction of all water sensitive urban design initiatives in both the public and private domain and report against stormwater quality targets.	2020	90	The Model for Urban Stormwater Improvement Conceptualisation (MUSIC) is scheduled for completion in February 2019.	On Track
Major Programs	Progress To Date			Status
Sustainable Planning				
Develop a process to ensure that water sensitive urban design in all developments is assessed (against technical guidelines or by a suitably qualified specialist) to meet or exceed Development Control Plan stormwater quality requirements.	The Model for Urban Stormwater Improvement Conceptualisation software (MUSIC) is now in place and performing such assessments. City staff are working together to ensure that developments not subject to Public Domain Improvements are also assessed using this tool also.			On Track

Review planning controls to identify opportunities to facilitate maximum connections of buildings to recycled water in the Greater Green Square area.	Work is in progress on: - development of the Local Strategic Planning Statement. The Local Environment Plan review will commence once that is complete. - e-planning - clarifying the business model and roll out of infrastructure by the private water utility delivering the stage 2 water recycling project in the greater Green Square area.	Watch
Investigate opportunities to incorporate environmental sustainability into Local Environment Plan (LEP) and Development Control Plan (DCP) revisions.	The City is working on Greater Sydney catchment and water way planning which will inform the LEP & DCP.	On Track
Advocacy		
Advocate for urban renewal areas to meet world's best practice environmental standards.	The Waterloo Metro Quarter State Significant Precinct and State Significant Development processes are both currently on public exhibition. Staff are reviewing the environmental aspects of these documents.	On Track
Stormwater quality / waterway health		
Continue to include raingardens in road and streetscape renewal designs where feasible.	The City is completing detailed water quality modelling for the entire LGA. This modelling takes account of water quality assets owned by both Council and others. Once this modelling is complete we can then make informed plans on future raingardens and then proceed to install further ones. Note: The City's raingardens are presently being audited for condition and functionality. An outcome of the audit will be a revision of maintenance and cleaning schedules for all raingardens, as well as the identification of any further capital works required.	On Track
Continue to identify and implement opportunities to include Water Sensitive Urban Design (WSUD) infrastructure in all new City projects.	Opportunities continue to be monitored for Water Sensitive Urban Design in new projects including: - The Harold Park upgrade project which includes a raingarden as part of the stormwater harvesting system. Since the stormwater harvesting and treatment system started operation in mid-June 2018, it has met about 67% of the irrigation demands, saving over 11,000 litres of water each day. - The City is partnering with Sydney Water to install a stormwater treatment wetland and gross pollutant trap in Johnston Park the Crescent, Annandale. The Johnston Creek Wetland and gross pollutant traps is designed to remove Total Suspended Solids: 75%; Total Phosphorus: 51% and Total Nitrogen: 43%.	On Track
Where possible, retrofit the City's stormwater system with gross pollutant traps (GPTs) to reduce solids discharged to waterways via stormwater run-off.	The City has 55 Gross Pollutant Traps (GPTs) and they are presently being audited for condition and functionality. An outcome of the audit will be a revision of maintenance and cleaning schedules for all GPTs, as well as the identification of any capital works required. This will inform maintenance plans. The City is also completing detailed water quality modelling for the entire LGA. Once this modelling is complete we can then make informed plans on future GPT's. Sydney Water are also installing GPT's on their stormwater systems in key locations across the LGA.	On Track

2.4 City residents, businesses, building owners, workers and visitors improve their environmental performance.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Business engagement (non-office based)				
Support and encourage building owners, businesses, agents and other key stakeholders to facilitate improved environmental performance within the accommodation & entertainment sector as directed by the Making Sydney a Sustainable Destination Plan.	2018	100	The Making Sydney a Sustainable Destination Plan was adopted at the August 2018 Council Meeting.	Complete
Residential Engagement				
Support the NSW Government development of the NABERS Apartment rating tool and advocate for a mandatory disclosure of performance requirement for multi-dwelling residential buildings.	2020	35	<p>The City has been focused on the successful implementation and uptake of the new NABERS residential apartment rating tool that the City helped to launch in June 2018.</p> <p>The City supported four NABERS strata industry consultation workshops, to promote the tool and understand how to address early implementation issues. The City has supported the early implementation of NABERS with 26 ratings now lodged with Office of Environment & Heritage. Through the City's participation on the NABERS National Steering Committee and state government engagement, the City is advocating for this tool to be included in planning for performance and disclosure schemes in the residential sector at a national level.</p>	On Track
Major Programs				
Commercial office engagement				
Deliver the CitySwitch Green Office Sydney program to office based businesses to facilitate improved environmental performance.			<p>In 2018, CitySwitch Sydney signatories achieved a reduction of 36,310 tonnes of emissions from energy efficiency improvements. This represents an average reduction of 26.4% from their baselines, and a total annual energy saving, through reduced energy costs, to members of over \$10 Million.</p> <p>NSW New Signatory of the Year was awarded to Stylecraft Australia (Sydney); NSW Partnership of the Year to Fujitsu Australia (Ryde) and the NSW Office of Environment and Heritage (Sydney); NSW Signatory of the Year Under 2000sqm to Steensen Varming (Sydney); and NSW Signatory of the Year over 2000sqm to Commonwealth Bank of Australia. Judges noted the growing number of projects involving staff engagement, wellbeing, health and productivity alongside ambitious emissions reductions via energy and waste reduction results, demonstrating the industry's maturity and leadership.</p> <p>The annual NSW and National awards event was held in November with 117 attendees from local and national signatories. A key focus on the event was to promote the benefits of renewable energy and to challenge signatories to embrace a leadership role in procuring renewable energy.</p> <p>Two other events were held in the period: Towards Carbon Positive; and Greening Your Travel.</p>	On Track

Coordinate the CitySwitch Green Office national program across Australia.

Members' program commitments were updated to implement new stretch requirements. These included 5 star National Australian Built Environment Rating System (NABERS) Energy without GreenPower; 100% renewable energy purchase by 2021; and a timed, costed and resourced commitment for carbon neutrality or net zero well in advance of 2050.

On Track

In 2018, CitySwitch signatories across Australia achieved a reduction of 86,979 tonnes of emissions from energy efficiency improvements, and a further 624,087 tonnes of emissions were abated through the purchase of carbon offsets.

State and national awards were held in November. National award winners included Catholic Church Insurance, the fourteen partners of the Melbourne Renewable Energy Project, Steensen Varming and First State Super. Waste projects and staff engagement dominated the projects and achievements.

The program now represents over 900 offices and 15% of the office floor space across Australia.

Support and encourage building owners, businesses, agents and other key stakeholders to facilitate improved environmental performance within the commercial office sector, as directed by Sydney's Sustainable Office Plan

For the year ending 30 June 2018 the Partnership has reduced carbon emissions by 51 per cent from the 2006 baseline, despite growth in commercial floor space of 25%. The Partnership has also reduced its consumption of potable water by 31% over the same period which equates to a saving of 964 mega litres. The Partnership has also reported its operational waste data for the first time. In 2018 financial year, the members generated 17,351 tonnes of waste of which 48% was recycled.

On Track

In July the Partnership co-hosted the "Towards Carbon Positive" event in partnership with CitySwitch. It launched the Net Zero Pathways Tool, which helps building owners better visualise and understand possible pathways towards net zero emission buildings. Eight out of twelve members have now announced net zero commitments, for dates well in advance of 2050. Two members have signed power purchase agreements, which will ensure that over 50% of their electricity demand comes from renewable sources.

The Partnership has continued to support and encourage the use of the new National Australian Built Environment Ratings Systems (NABERS) tool for Waste, with more than 80 office buildings now rated since its launch in July.

Advocate for the mandatory regular disclosure of office tenancy ratings.

The Sustainable Sydney Office Plan was finalised and adopted by Council. The following progress has been made against key actions in this reporting period.

On Track

Analysis detailing the compelling business case for extending the Commercial Building Disclosure program to include tenant disclosures was distributed to a coalition of stakeholders, advocating to the Federal government to continue and extend the program. The stakeholders include the Property Council of Australia, Green Building Council and the Facility Managers Association. Such an extension should see a significant reduction in carbon emissions within this sector, estimated to be 16% by 2030 in Sydney.

The City's Development Control Plan now requests that developers sign a 5.5 star NABERS energy commitment agreement for new commercial office buildings, and 5 stars when undertaking major refurbishments. This action will significantly increase the energy efficiency of office buildings.

The federal government body responsible for the National Construction Code has released the scope of the 2019 code update. This will see a significant (up to 30%) improvement in the minimum energy efficiency requirements for new commercial buildings.

Business engagement (non-office based)

Support and encourage building owners, businesses, agents and other key stakeholders to facilitate improved environmental performance within the accommodation & entertainment sector as directed by the Making Sydney a Sustainable Destination Plan

The Making Sydney a Sustainable Destination Plan was finalised and adopted by Council. Progress has been made against the following outcomes:

On Track

1. Increase Demand: The City advocated to government agencies and corporate businesses to preference NABERS rated hotels for business travel. NSW Government has confirmed that they will address this preference for sustainable hotels in an upcoming tender for accommodation services for all NSW government employees. These measures will build demand for hotels to benchmark and publicly disclose their environmental performance.

2. Activate Upgrades: The City offered sustainability advice to 20 food based businesses as part of routine Environmental Health Officer inspections.

3. Build Capacity: 24 accommodation and entertainment building owners were awarded a grant to either assess or rate the performance of their building.

4. Promote and Recognise: The Tourism Accommodation Australia NSW Awards for Excellence were held where the City sponsored two awards: the 'Engineer of the Year'; and the 'Best Environmental Initiative' award. The chief engineer of the Hilton Hotel in Sydney, Craig Cavers, is the engineer of the year, and also a member of the Sustainable Destination Partnership leadership panel.

Sydney has been ranked 9 out of 50 city destinations by the Global Destination Sustainability Index. Business Events Sydney includes the GDSI ranking and City's sustainability information in their bids for major events and conferences in the city. The top 10 ranking makes Sydney more competitive and helps ensure Sydney is promoted as a sustainable city globally.

Establish a Sustainable Destination partnership to facilitate improved environmental performance within the accommodation and entertainment sector.

The Partnership has established its governance structure, with the Leadership Panel and three working groups (Environment, Data and Engagement). The agreed priorities are establishing the baseline performance of the 55 properties involved in the Partnership and the capability of the 28 partners that manage or own those properties; a food waste reduction project; and a sustainable supply chain project.

On Track

Residential Engagement

Support and encourage building owners, agents, residents and other key stakeholders to facilitate improved environmental performance within the residential apartment sector, as directed by the Residential Apartment Sustainability Plan.

The City is directly supporting 26 Smart Green Apartment alumni buildings to undertake their first NABERS rating. Six of these buildings are now rated, with an average energy star rating of 3.9, and the average water star rating of 3.1. The ratings are on a scale from 0 stars (poor) to 6 stars (excellent). All buildings from the latest 2018 intake of Smart Green Apartments will also receive a NABERS rating. The City has also provided grants to a further 5 buildings to undertake a NABERS rating and demand for NABERS grants has significantly increased in the latest round of grant applications.

On Track

The City co-designed and presented at the NABERS for apartment buildings industry engagement workshop at the University of Technology Sydney in December. This focussed on the outcomes achieved in the market to date and on opportunities to collaborate and improve technical and engagement issues that are impeding the take-up of this new tool.

The City's consultation with its Residential Apartments Sustainability Reference Group focussed on the changes to the National Construction Code in the residential sector and early NABERS rating uptake. The City promoted the value of improved environmental performance and sustainability upgrades in residential strata at: FMA Residential Strata Information and Awards Evening; Strata Community Australia Annual Awards Night (City sponsored Environment and Engagement Award); Your Strata Property podcast interview; Sky News television interview on sustainable living (Real Estate Channel) and University of NSW solar for strata forum.

The City's Residential Building Manager Training program pilot attended by 40 - 55 managers covered: Managing water in a NABERS world; The War on Waste in apartment buildings; Solar and Electric vehicles.

In August, 39 participants representing buildings from the Smart Green Apartments alumni met to learn how to better incorporate efficiency upgrades into Capital Works Fund Plans. Opportunities for water efficiency through monitoring and the Sydney Water Waterfix program.

Two Green Villages workshops were delivered to 69 participants on composting and worm farming, urban wildlife and small space gardening. Two new case studies highlighted the energy, water and waste efficiencies championed by the building and strata manager at Summit Apartments and Regis Towers through their work with Smart Green Apartments.

Deliver Smart Green Apartment retrofit program for apartment buildings.

For the 2018 intake of Smart Green Apartments, thirteen sites out of 30 applications have been selected, representing 3048 apartments, 6096 residents, 47 buildings and 42 strata plans. Engagement has now commenced at all new sites to undertake NABERS ratings and identify environmental improvement opportunities.

On Track

Building owners from the 2016 and 2017 intakes to the program have now implemented energy efficiency projects that will avoid 8,387 tonnes of carbon emissions per year and will save owners corporations a total of \$1.12 million per year. Through the City's partnership with Sydney Water, 2,226 individual apartments have had their water fixtures and fittings retrofitted within 10 buildings. These upgrades will achieve water savings of 211,995 kilo-litres per annum and cost savings to owners of \$400,000 per annum in reduced water bills.

A new water learning hub was made available to building owners, which provides webinars and scenario-based learning activities. This resource has improved participant engagement with the program's online data portal which has now been nominated as one of the primary benefits of participation in the Smart Green Apartments program.

All building owners have continued to implement waste improvement initiatives in their buildings. A new behaviour change campaign to divert recyclables from landfill has resulted in an improvement in overall recycling rates, the introduction of charity textile collection bins and greater awareness of available City services to divert items from landfill.

Provision of grants and other cross sector support.

Develop and deliver a tune-up program supporting owners and tenants improve the environmental performance of their non-residential buildings and offices.

Design and build of the program that will seek to tune-up up to 50 commercial buildings each year is now complete. Contractors to deliver implementation support services and building data analytics services have been procured. The City has started engagement and is actively recruiting building owners to the program.

On Track

Develop and deliver a promotional program to accelerate resident and business communities' adoption of renewable energy towards a net zero outcome.

A video promoting why cities and communities need to act to install renewable energy with three accompanying articles that describe the actions that residents can take to install renewables on their buildings have been published on the City of Sydney News and distributed through Facebook and Google social media channels. Behavioural research of prospective customers has been undertaken, and the insights are being used in the detailed design of three of the City's renewable energy services.

Watch

2.5 The City of Sydney's operations and activities demonstrate leadership in environmental performance.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Capital Projects				
Install solar PV and energy storage infrastructure on suitable City properties and sites to maximise uptake of renewable energy.	2027	75	Two large Solar PV sites; Alexandra Canal Depot and Perry Park Stage 1 have attained Practical completion. Designs for 5 new sites are complete and quotations are currently being assessed. Investigation of potential new solar sites is underway.	On Track
Major Programs				
Environmental Management Systems				
Improve monitoring, reporting and verification of waste, energy and water data and other sustainability metrics for the local government area and our own operations.	The Environmental Sustainability Platform has been developed to record local government area sustainability metrics for energy, water and waste data. The Sustainability Management and Reporting Tool (SMART) is currently being implemented and monitoring of data is improving the management of City operations energy, water usage and property waste data. The National Carbon Offset Standard scheme datasets including contractor fuel are currently being reviewed to be included in operational contract requirements as contracts are reviewed.			On Track
Define, procure and implement improved systems and supporting processes for monitoring, management and reporting of utilities and other sustainability metrics within City-owned assets.	A Sustainability Management and Reporting Tool (SMART) has been configured to monitor and report on utilities and other sustainability metrics. SMART now provides monthly reports to track, manage utility trends, variances and opportunities.			On Track
Capital Projects				
Adapt infrastructure design to account for current and future climate change where appropriate (including water sensitive urban design, stormwater management, roads and pavement).	A review of climate change impacts to infrastructure planning has been completed and the City's Technical Specifications are presently being updated. The Technical Specifications are due for release in Q3 2019.			On Track
Asset Management				
Improve energy and water efficiency at the City's most resource intensive sites through identification, prioritisation and installation of efficiency measures and changes in management practices, including required metering and monitoring e.g. Major Properties Efficiency Project (MPEP).	Project implementation is currently underway for approved projects. Priority projects include lighting upgrades, rainwater harvesting, high efficiency motors and facility management actions. As well as chiller replacement at Town Hall House, heat pumps at Ian Thorpe Aquatic Centre and improved energy services at Cook & Phillip Park Pool.			On Track
Review and update recycling streams and collection receptacles in City properties, and implement an education and behaviour change program to increase recycling and reduce contamination.	The Waste Improvement Trial Project which includes five sites from across the Property portfolio has commenced. The Trial included: an update of waste infrastructure and bin collection schedules; new signage development and updates; implementation of centralised bin waste stations; a new food organic collection service at two sites and complimentary education and communications. The Trial will continue until June 2019 with ongoing monitoring and outcomes of the trial will inform the roll out of waste improvement strategies across the broader property portfolio.			On Track
Manage and analyse new energy efficient fuel options for the City's fleet including the light and heavy vehicle fleets to encourage low emission driving behaviour and reduce CO2 emissions.	The City's annual target is to maintain fuel emissions at 2013/14 levels. The continued use of Bio-diesel together with stabilised City fleet numbers, the City will continue to reduce emissions. To assist with both fuel consumption and emission reduction, the City has begun work on concept development for implementing new vehicle telematics technology. This can provide data to more efficiently plan routes. Additionally, continued promotion and implementation of the Eco Safe Driving Strategy (2018-2020) will assist with achieving a reduction in emissions.			On Track

Procurement, grant assessment & contract management

Implement Sustainable Procurement Guidelines on selected procurement activities – major construction materials, consumables, major contract, event management and supplier due diligence.

Implementation of the Guidelines continues and will be further embedded into the City's procurement practices as new procurement category management specialists are introduced in 2019.

On Track

2.6 The extent and quality of urban canopy cover, landscaping and city greening is improved.

Major Projects	Completion Date	% Complete	Progress To Date	Status
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City Farm

Continue operations and establish City Farm.

2019

80

An action plan is in place with the site auditor to move forward following a review. The next step will be to prepare a Short Term Environmental Management Plan. The City Farm Market Development Application public notification period has closed. Two farm volunteer sessions were facilitated with 11 volunteers contributing 17.25 volunteer hours. This included trialling a Saturday early afternoon session which attracted 8 new volunteers. Produce was harvested from City Farm cropping area and donated to OzHarvest.

On Track

Major Programs	Progress To Date	Status
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Community Greening

Support and promote the development of community gardens, footpath gardening, and sites maintained and managed by community volunteer groups.

The City supports 20 community gardens, two footpath gardens, five Bushcare /Landcare groups and one community composting group by providing ongoing assistance, donation of materials and encouragement to become a self-managed group to a high standard. The design of the Kings Cross Community Garden has been completed and construction works are planned to start in early 2019. Proposed new community gardens area currently being planned for 222 Palmer Street, Darlinghurst and Elger Street, Glebe.

On Track

Urban Forest

Continue to deliver tree planting programs to maximise urban canopy and reduce the impacts of the urban heat island effect.

Projects to increase canopy cover have continued, with 253 street trees planted YTD. Tree planting will recommence in autumn 2019, when the cooler weather returns. Ongoing planning for the next inroad planting projects continue, including Boyce St, Morehead St (Stage 2) and streets in Rosebery.

On Track

Urban Ecology

Continue to expand and protect bush regeneration areas in the City's parks and open spaces.

Bush regeneration areas continue to be managed by staff, contractors and volunteers. A new bush regeneration contract will commence in 2019.

On Track

Monitor the diversity, number and distribution of priority fauna species reported on the local government area.

A new wildlife watch tool was created to map community sightings. A map will be uploaded to the City website for the community to access. 302 reports to the wildlife watch database to date were recorded. An invertebrate survey will commence in 2019 across 12 months to develop a baseline of insect diversity for the City.

On Track

Greening Sydney Plan

Continue to deliver the public domain landscaping program, including the parks renewal, minor park and open spaces upgrade works.

The public domain landscaping program is continuing with increasing new gardens and the continuing maintenance of existing gardens. Installations total 3007 m2 this financial year to December with 340 m2 installed in December 2018.

On Track

Deliver Living Colour floral displays to high profile retail and tourist precincts throughout the city during spring and summer.	A successful Christmas display supported the City's Christmas decoration program and completed on 26th December. Hanging basket displays continued through December. Summer 2019 designs, layouts and plant schedules finalised for installation from 4 January. The 8 week Summer display starts Monday 14th January until Sunday 10th March.	On Track
Identify opportunities to connect parks to recycled or alternative water sources.	The Parks Water Re-use Feasibility Study has been initiated - the project will deliver a business case and concept designs through review of existing on-site schemes (water harvesting/rainwater) and identification of a program of additional on-site water priority projects in parks and sports fields.	On Track

Parks Water Savings Action Plan

Improve water efficiency at the City's parks through installation of efficiency measures and changes in management practices.	The Parks Water Savings Action Plan is currently being reviewed and updated to identify opportunities for further improvements to water efficiency and water management practices in our parks and open spaces.. A resourcing plan for works outside business as usual is being developed.	On Track
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2.7 The city's buildings, infrastructure, emergency services and social systems are resilient to the likely impacts of climate change.

Major Programs	Progress To Date	Status
Climate change		
Identify air pollution measures and trends within the local government area	The City is supporting the NSW Office of Environment and Heritage in reviewing opportunities for identifying sites for air quality monitoring stations in the local government area.	On Track
Extreme weather events		
Continue to work with emergency services, relevant agencies, and the community to build capacity to prevent, respond, and recover from emergencies, including extreme climate events, such as heatwave, severe storms, and poor air quality.	<p>The City continued to coordinate the activities of the Local Emergency Management Committee, including the review of response plans, emergency management briefings, and emergency exercises.</p> <p>The City is making solid progress on the development of a City of Sydney Recovery Plan, working in close consultation with NSW Government's Office of Emergency Management. The City has also been invited to participate in practical training with the Office of Emergency Management through field based deployment during significant emergency incidents around the state. This is a new program that the Office of Emergency Management are offering and the City will be the first invited to participate.</p> <p>The City is continuing to work with the NSW Police on a review and rewriting of the Sydney CBD Evacuation Plan. This review is expected to be completed in early 2019.</p>	On Track
Urban heat island effect and flooding risk mitigation		
Continue research and trials in reducing the urban heat island effect.	The City is involved with the Cooperative Research Centre (CRC) for Low Carbon Living project that is developing a micro climate and urban heat island mitigation decision-support tool. Heat sensors are installed at nine locations across the local government area. The City is involved with the C40 Cool Cities network.	On Track
Continue to implement the City's Floodplain Management Policy, and work collaboratively with asset owners and developers to fund and implement flood risk management plans, incorporating climate change scenarios.	Developments continue to be assessed in keeping with the Policy. A review of the Policy has now commenced with anticipated completion in Q4 2019.	On Track

2.S.1 Performance Measures

Greenhouse emissions

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result				Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4			YTD
Overall greenhouse gas emissions for all City of Sydney operations – total all emissions Baseline 2006 Data – 52,972 tCO2e	Tonnes CO2	39,600	39,653	-	10,109	9,876	-	-	19,985	New community facility in Green Square has now come online.	Indicator Only
Greenhouse gas emissions for City of Sydney local government area – total all emissions Baseline 2006 Data - 5,809,144 tCO2e (Includes emissions from electricity, gas, refrigerants, transport and waste - measured annually in June)	Tonnes CO2	5,809,144	-	-	-	-	-	-	-	2017/18 data not available. 2018/19 not yet due for reporting.	Indicator Only
Percentage of reduction in greenhouse gas emissions in the local government area based on 2006 levels - 5,809,144 tCO2e (measured annually in June – data from previous financial year; target of 44% by June 2021 70% by 2030)	%	20.4	-	-	-	-	-	-	-		Indicator Only
Percentage of electricity demand in the local government area met by renewable sources (target of 50% by 2030, measured annually in June – data from previous financial year)	%	16	17	-	-	-	-	-	-	17% for 2017/18 is an estimated figure until NSW Government figure are available.	Indicator Only

Water Usage and Stormwater

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result				Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4			YTD
Potable water use from City operations - 2006 baseline (431,000 kL)	kL	489,000	550,000	-	136,161	129,392	-	-	265,553	Reported from the new data management system SMART	Indicator Only
Potable water usage from the local government area – 2006 baseline (33,712) (measured annually in June – data from previous financial year)	ML	37,890	-	-	-	-	-	-	-		Indicator Only

Waste - Local Government Area

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Percentage of recycling and recovery of residential waste	%	67.94	66.8	70	64.98	48.55	-	-	56.77	This significant reduction in recovery is because the Alternative Waste Treatment (AWT) facility diversion rates have dropped significantly as expected due to regulation changes impacting the amount of domestic waste that can be processed into low grade compost (Mixed Waste Organic Output - MWOO).	Attention Required
Total Residential Waste Collected per capita	Kg/Capita	308.62	303.3	-	66.34	75.77	-	-	142.11	Total residential waste collected per capita has reduced by approximately 4kg compared to this time last year.	Indicator Only
Total Residential Waste Collected	Tonnes	-	63,915.37	-	15,472.41	17,671.37	-	-	33,143.78	Total amount of waste collected as increased compared to this time last year mainly due to population growth.	Indicator Only
Percentage of source separated recycling of total residential waste	%	-	26.23	-	25.92	28.16	-	-	27.04	Source separated rates remain consistent for this time of year.	Indicator Only

Waste - Manage the waste created by the City of Sydney.

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
City of Sydney Recycling (organisational facilities)	Tonnes	558.54	322.52	-	53	62	-	-	115		Indicator Only
City of Sydney Waste Collected (organisational facilities)	Tonnes	1,222.21	884.69	-	207	203	-	-	410		Indicator Only
Percentage of resource recovery of waste from the City's parks, streets and public places	%	-	26%	-	-	-	-	-	-	Reported annually	Indicator Only
Percentage of resource recovery of waste from City managed properties	%	-	36.39	-	26	31	-	-	28.5		Indicator Only
Percentage of resource recovery of construction and demolition waste generated and managed by City operations	%	-	-	-	100	100	-	-	100	All excavated materials being recycled	Indicator Only

Greening Sydney

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New trees and shrubs planted in City parks and street gardens each year	No.	53,066	68,204	50,000	18,824	13,550	-	-	32,374		On Track
Public Domain Landscaping (nature strips, rain gardens, traffic treatments)	m2	10,841	8,145	9,000	611	2,396	-	-	3,007	Currently tracking to program and expected to meet 2019 target.	Attention Required
Maintain or increase number of indigenous bird species (2009/10 baseline - 63 species) (measured annually in June)	No	76	76	-	-	-	-	-	-		Indicator Only
Extent of locally-indigenous bushland increased compared to 2009/10 baseline (4.6ha) (measured annually)	ha	8.3	12.2	13.5	-	-	-	-	-		Indicator Only

Environmental Grants

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Value of environmental grants approved by the City of Sydney	\$ '000	397.72	660.47	-	786.83	377.48	-	-	1,164.3	This includes support for a number of Strata Plans for Buildings Operations and Ratings and Assessments projects as well as a feasibility study to explore the viability of a community owned solar garden at a Potts Point retirement village, a demonstration project to retrofit an embedded solar energy network into a strata complex of 18 townhouses in Glebe, Youth food Movement's Salvage Awards celebrating young game changers fighting food waste and support for the University of Technology Sydney's feasibility study examining the heat stress of climate exposed in the local area.	Indicator Only

3 Integrated transport for a connected city

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

3.1 Investment in public transport and walking and cycling infrastructure encourages more people to use these forms of transport to travel to, from and within the city.

Major Programs	Progress To Date	Status
Planning		
<p>Work with the State Government to review the City Centre Access Strategy and ensure that it supports the functioning of the City Centre, access to public transport and implements changes to loading, taxi and parking arrangements in-line with the Sydney City Centre Access Strategy.</p>	<p>The City is continuing to work closely with Sydney Coordination Office. Officers were consulted on Transport for New South Wales' "Access 2018" - a 'report card' on the Access Strategy. It is now unlikely that the Access Strategy is will be reviewed until after the opening of light rail.</p>	Watch
Advocacy		
<p>Work with the State Government to develop Future Transport projects for Sydney to increase public transport accessibility and capacity to and within the City of Sydney, including planning for West Metro.</p>	<p>Future Transport 2056 from state government represents a clear commitment to improve public transport in the City, including new metro rail lines, and increased capacity on existing lines.</p> <p>Specifically, the Metro West Project Overview (March 2018) canvasses a potential station at Pyrmont, in addition to stations in the City centre (likely to be one in the north, and one at Central. The Overview also suggests corridor protection to Zetland, allowing extension to the South-east via a station there. The City's Submission to the Project Overview articulates the case for the line to go to Zetland as part of Stage 1, ideally by 2028. The City has also made that case to Infrastructure Australia.</p> <p>The City is working with Transport for NSW to improve access to Green Square in the short-medium term, via the collaborative Green Square and Waterloo Transport Action Plan. As a result of this process, improved and increased bus services commenced in December 2018.</p>	On Track
Partnership		
<p>Work with the State Government and Taxi industry to implement more taxi ranks in better locations with improved safety in the City Centre during the evening and late night.</p>	<p>The City is continuing to work with the Taxi industry and State Government to review taxi rank locations.</p>	On Track

3.2 Transport infrastructure is aligned with city growth.

Major Programs	Progress To Date	Status
Partnership		
Work with the State Government to ensure the best outcomes are achieved for the community on large public transport and road projects.	<p>The City engages with Sydney Metro to secure optimum outcomes around station precinct design and development, and construction methodology.</p> <p>The City engages with Sydney Coordination Office to maximise pedestrianisation and public domain outcomes from the CBD and South East Light Rail (CSELR) especially in the George St pedestrianised zone. The City is attempting to influence the final delivery near Central to maximise connectivity for bicycle riders on Chalmers Street.</p> <p>The City is finalising its independent assessment of the potential impacts of the Alexandria to Moore Park (A2MP) road proposal, to inform involvement in the planning and approval process. This continues to help the City advocate for changes to the project to deliver benefits such as improved bus priority between Green Square and the City Centre.</p>	On Track
Advocacy		
Work with the State Government to ensure understanding of transport implications of development in the city area.	The City has engaged with Transport for NSW to understand the role each organisation plays in dealing with the kerb-side space use and freight and logistics issues facing Sydney CBD.	On Track
Parking		
Continue to implement the neighbourhood parking policy.	<p>The updated Policy was adopted in May 2018. Changes to fees and charges commenced on 1 July 2018,</p> <p>The City is continuing to develop the proposed Business (Tradespersons) Parking Permit. However Roads & Maritime Services (RMS) have not removed the regulatory obstacles to such a permit. The City is engaging with RMS to seek more detail and develop a view on whether the Permit can proceed.</p>	On Track
Freight and Servicing		
Work with State Government and businesses to develop new and innovative solutions to freight and servicing, including more productivity from loading spaces and exploring higher-amenity options for “last mile” distribution.	The City has been involved in Transport for New South Wales (TfNSW) Innovation Hub/Digital Accelerator investigation into CBD freight. This will identify potential initiatives the City can progress, either with TfNSW or directly with the business.	On Track
Regional Collaboration		
Continue to build relationships with neighbouring councils and collaborate on transport projects where infrastructure or impact is across the boundaries.	The City has developed strong working relationships with neighbouring Councils in relation to major State government works including WestConnex and Metro, and continues to work closely with them.	On Track

Technology

Partner with the State Government to facilitate innovation in transport management, utilising new and emerging technology to cater for electric vehicles, autonomous vehicles, more efficient enforcement of parking, and innovative road safety technology.	<p>The grant-funded project exploring increased uptake of electric vehicle charging facilities in strata developments is proceeding.</p> <p>The City's submission to the Future Transport Strategy made recommendations for improving the approach to Mobility as a Service, to better align it with agreed outcomes (while improving customer experience). The City has been in discussion with NSW Government concerning share bike and potential e-scooter operations in NSW. Transport for NSW may seek the City's formal support for a proposed trial of e-scooters in the City. To date the City has been playing an advisory role on opportunities and policy issues.</p>	On Track
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3.3 The amenity of the city centre and villages is enhanced through careful management and integration of transport.

Major Programs	Progress To Date	Status
Traffic calming initiatives		
Develop and deliver a range of initiatives to help support change of behaviour by traffic calming.	The City continues to work with Roads and Maritime Services and Centre for Road Safety under the Road Safety Partnership to deliver traffic calming devices to help reduce speeds within the Council area.	On Track
Speed reduction		
Continue to work with the state government to look for opportunities to reduce traffic speeds and speed limits throughout the City of Sydney	The City has received funding for Green Square, Waterloo and Zetland 40km/h from Roads and Maritime Services. Design and construction of infrastructure requirements are under way.	On Track
Road safety partnerships		
Continue to build relationships with Roads and Maritime Services, Centre for Road Safety and Transport for New South Wales through the Local Government road safety program to improve road safety within the LGA.	The City is continuing to work with the NSW transport cluster on a number of transport issues. This includes the movement and place guidelines.	On Track
Manage amenity		
Manage the scheduling of waste collection services to ensure the least disruption to the community.	The City called for expressions of interest from residents to be part of the City's food scraps recycling trial. Progress is continuing with the transition in of the new domestic waste collection contract. The new contractor has started reviewing collection runs, bin numbers and collection points in preparation for commencing service delivery in July 2019. Also the 'Guidelines for Waste Management in New Developments' was endorsed by Council in August.	On Track
Community Programs		
Facilitate a range of programs for the community (Road Safety).	Local Government road safety program is ongoing. Highlights of the last quarter include road safety actions across university facilities, working with NSW Police on a range of issues, child restrain program issued 273 vouchers and continued support to NSW Traffic Offenders program. Road Safety Officers attended talks for seniors and people with access issues at Surry Hills community centre.	On Track

3.4 Public transport, walking and cycling are the first choice transport modes within the city.

Major Programs	Progress To Date	Status
City Transformation		
Continue to support the implementation of light rail down George Street and in wider local government area.	The City's focus continues to be on allowing bike access in George St, and the opportunities for further pedestrian improvements.	On Track
Behavioural		
Advocate for measures aimed at increasing the use of public transport, walking and cycling along major corridors to the city.	City staff continue to work with Transport for NSW on the Green Square and Waterloo Transport Action Plan. Despite efforts by City staff, negotiations with the Sydney Coordination Office (part of Transport for NSW) to progress cycleways in the city centre have not yet been successful.	Watch

3.5 Transport services and infrastructure are accessible.

Major Programs	Progress To Date	Status
Parking		
Demand for parking is managed to ensure there is equitable access to the constrained supply.	Rangers proactively monitor parking across the LGA to ensure turnover and parking space availability.	On Track
Advocacy		
Ensure the needs of all customers are considered in the master-planning for Central Station precinct.	The City is seeking the best outcome for Central Station and will continue to work with State agency stakeholders to achieve this.	On Track
Transport infrastructure		
Advocate to ensure public transport infrastructure meets the needs of users.	The City continues to advocate for improved outcomes for residents and businesses: <ul style="list-style-type: none"> - WestConnex Stages 2 and 3, including the King St Gateway project - Alexandria to Moore Park to achieve better outcomes for walkers and cyclists, and residents of Green Square - Sydney Metro, to achieve improved station and precinct development and customer outcomes - CBD and South East Light Rail (CSELR), to achieve the best possible pedestrianisation and urban domain outcomes on George Street - Submission to Infrastructure Australia for the National Infrastructure Priority List, advocating for Metro West to Zetland, and Green Square Light Rail 	On Track

3.S.1 Performance Measures

Parking and road management

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result				YTD	Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4			
Proportion of resident drivers who are members of car share schemes	%	19	27.91	-	29.6	31.08	-	-	31.08	The proportion of resident drivers who are members of car share schemes has continued to grow.	Indicator Only
Number of car share bookings	No.	-	230,113	-	54,005	59,076	-	-	113,081	The results to date are on track to match last year's usage.	Indicator Only
Number of residents who are members of car share schemes	%	-	30,259	-	37,762	39,642	-	-	38,702	The number of car share members continues to grow.	Indicator Only
Length of streets across the local government area with a speed limit of 40km/h	Km	-	594	-	164.3	165.6	-	-	329.9	The length of 40km/h streets continues to increase. This improves the safety of all road users on our local roads. The City is working towards the goal to have all local roads 40km/h or lower.	Indicator Only
Length of shared zones (vehicles, pedestrians, cyclists) with a speed limit of 10km/h	Km	-	7.9	-	7.9	8.5	-	-	8.5	The length of shared zones continues to increase and in turn increase the pedestrian amenity of our council area.	Indicator Only

Roads maintenance

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result				YTD	Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4			
Road renewed/treated program	m2	42,631	38,402	25,000	20,625	2,823	-	-	23,448	On Track	On Track

Traffic calming

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result				YTD	Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4			
Number of transport-related projects (footpath improvements, traffic calming measures, intersection upgrades, etc.) delivered as part of the City's Pedestrian, Cycling and Traffic Calming (PCTC) plans	No	7	6	6	3	0	-	-	3	A number of traffic calming projects are in progress. Works continued through Quarter 2 with completion expected by end of the financial year.	On Track

Public transport - taxis

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of taxi ranks operating in the local government area at daytime (10am – 3pm weekdays)	No	-	74	-	74	74	-	-	74	There has been no change in the year so far. The City has worked to preserve ranks during the transformation in the City as part of light rail.	Indicator Only
Number of taxi ranks operating in the local government area at night-time (8pm – 12am weeknights)	No.	-	102	-	102	102	-	-	102	There has been no change in the year so far. The City has worked to preserve ranks during the transformation in the City as part of light rail.	Indicator Only

4 A city for walking and cycling

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

4.1 The city and neighbouring areas have a network of accessible, safe, connected pedestrian and cycling paths integrated with green spaces.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Cycling				
Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local government area	2023	50	Two signalised intersections upgraded, new bicycle priority crossing completed and a bicycle contraflow lane upgraded (all on regional cycle routes). Planning is underway for the construction of another 10 improvement projects in the current financial year. The program delivery is being accelerated in 2019 and funding arrangements are being finalised.	Watch
Major Programs				
Walking				
Deliver the Central Business District Streetscape Improvement program, including the installation of Smartpoles, upgraded and improved LED street lighting, traffic signals, street furniture and the installation of granite paving.	New Smartpoles are being installed in Bligh Street, Clarence Street, Wentworth Avenue, Jamison Street, Hunter Street, Spring Street, Sussex Street, Castlereagh Street, Bathurst Street and Loftus Street. New paving is being completed at Druitt Street and Jamison Street.			On Track
Cycling				
Complete the City's ten high priority regional routes, with separated cycleways where possible.	Council adopted the Cycling Strategy and Action Plan 2019-2030 in November 2018. Subject to sufficient funding from the NSW Government, the strategy has a target of completing 80% of the regional bike network by 2024 and 100% by 2030. Construction is underway on the Green Square to Randwick cycleway and more projects are due to start construction in early 2019.			On Track
Partnerships				
Work with neighbouring councils, State and Federal Governments to implement the Inner Sydney Regional Bike network.	City staff are helping Transport for NSW develop a strategic business case for cycling infrastructure which will then support the Inner Sydney Regional Bike Network submission to Infrastructure Australia.			On Track
Civil Infrastructure				
Continue to implement priority actions from the Liveable Green Network, including the Footpath Renewal program, pedestrian and cycling safety improvements, new furniture installations, pedestrian lighting upgrades, installations of green verge/street gardens and new cycleways.	The installation of new street furniture, pedestrian lighting, access ramps, green verge, cycleways and new footways, are continuing on the Liveable Green Network routes.			On Track

4.2 The city centre is managed to facilitate the movement of people walking and cycling.

Major Programs	Progress To Date	Status
Walking		
Work with the State Government to decrease waiting time and journey time for pedestrians on priority routes in the City Centre.	Significant success as Transport for NSW (TfNSW) has reduced phase times for most CBD intersections from 110 seconds to 90 seconds. The City continues to work with Roads & Maritime Services (RMS) and the Sydney Coordination office on pedestrian priority in the City Centre. In response to a Council Notice of Motion (NOM) on this issue, the City prepared a letter to the Minister for Transport outlining the case for improved pedestrian priority at City Centre signals. The case will be strengthened by analysis undertaken for City Transport Futures.	On Track
Cycling - City centre		
Advocate to the State Government to complete the City Centre Access Strategy cycleway network.	Negotiations with the Sydney Coordination Office continue, including for King, Liverpool, Chalmers, Castlereagh and Pitt Streets but success is extremely limited to date	Watch
Partnerships		
Collaborate with State Government to integrate walking and cycling with George Street Light Rail and pedestrianisation project	Ongoing involvement and advocacy through weekly design meetings to negotiate high quality public domain outcomes to be delivered with the Light Rail project.	On Track

4.3 The number of people who choose to walk and cycle continues to increase.

Major Programs	Progress To Date	Status
Modal shift		
Promote the benefits and reduce barriers of walking and cycling to individuals, businesses and the wider community, through information and training courses and providing support to enterprises and community groups through behaviour change programs (including maps and organised rides).	<ul style="list-style-type: none"> • 87 adults completed the cycling course, 86 did the bike maintenance course, 572 children did the schools course and 1,469 young children attended the balance bike clinic to learn to ride. • We provided 218 personalised routes and the automated route advice chat bot was used 2,508 times. • There were 32 Share the Path education, where 656 people had their bikes tuned, and 1,789 maps and 501 bells were distributed. 126 sets of lights to bikes were provided to riders. * 13,534 maps were distributed through businesses and on request and 947 chat bot route requests were provided. * 184 people attended guided rides 	On Track
Walking and cycling for leisure		
Lead and/or support events celebrating and focusing on walking and cycling.	Sydney Rides Festival was held in October 2018, with 32 events and 22,297 participants. Attendance increased by 9% compared to 2017. The City's flagship events – The Big Adventure (4,000 participants) and Light the City (10,000 participants) were well received by the community. There was positive feedback from event partners with local bike shops, advocacy groups and volunteer organisations reporting that the festival was effective in promoting attendance and raising awareness for their group.	On Track
Encourage recreational walking and cycling by promoting attractive routes and open spaces.	The guided rides program showcases enjoyable bike routes to explore the City and surrounds. From July to December 184 people attended these rides.	On Track

Behaviour

Ensure all road and path users have information and training available that enables them to exhibit the correct and safe behaviours.

- 87 adults completed the cycling course, 572 children did the schools course and 1,469 young children attended the balance bike clinic to learn to ride.
- There were 32 Share the Path education, where 656 people had their bikes tuned, and 1,789 maps and 501 bells were distributed. 126 sets of lights to bikes were provided to riders.
- * 13,534 maps were distributed through businesses and on request and 947 chat bot route requests were provided.

On Track

4.4 Businesses in the city encourage their staff to walk and cycle more often.

Major Programs

Progress To Date

Status

Journey to work - commuting

Provide and facilitate information to businesses and employers about safe walking and cycling networks and the benefits of staff walking and cycling.

City staff have provided support for NSW Health to take on the running of the business challenge, now called Biketober. The Sydney Cycling Guide and Map is sent to businesses on request.

On Track

Collaborate with organisations to encourage the use of walking and cycling for commuting to work with positive results.

City staff supported NSW Health with the new Biketober rides challenge which encourages businesses to get staff on a bike.
City staff provided information and advice to University of NSW, for its cycling encouragement work, and to Transport for NSW about setting up a staff bike fleet.

On Track

Continue to work with schools to identify and mitigate barriers to walking and cycling for students and parents.

To ensure students are able to bike safely, the City is continuing to address gaps in the cycling network close to schools.

On Track

4.S.1 Performance Measures

Cycleways/Shared paths/Courses

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Length of separated cycleways provided annually	Km	0.22	0.27	0.47	0	0	-	-	-	None completed during this period however, 4 projects are under construction for completion in 2019.	Attention Required
Length of on-road cycleways provided/upgraded annually	Km	0.66	2.15	2.6	0	0.04	-	-	0.04	Approaches to bike boxes on Redfern Street and Wellington Street (20m each)	Attention Required
Length of shared paths provided/upgraded annually	Km	4.37	2.4	2.4	0	0	-	-	-	None completed during this period, however, current projects (Joynton Avenue, Wattle Street, Pyrmont Bridge Road) to be completed in 2019.	Attention Required
Growth in cycling activity at key intersections around the City of Sydney (100 key intersections)	%	(1)	1	-	-	3	-	-	3	Small positive growth for surveys in October for 2017 and 2018	Indicator Only
Growth in walking activity at key locations around City of Sydney (100 Key locations)	%	-	2.51	-	0	0	-	-	-	Walking count not undertaken as it will be replaced with counts from Smart Cities. Counts will recommence in 2019/20.	Indicator Only
Number of attendees at cycle safety courses	No	-	348	-	44	43	-	-	87	Similar number of courses being offered.	Indicator Only

Footpaths

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway renewed program	m2	18,259	14,684.19	10,000	2,243	7,748	-	-	9,991	On Track	On Track
Footway replaced by green verge	m2	4,548	3,078.88	2,200	105	1,652	-	-	1,757	On Track	On Track
Granite infill project - paving	m2	1,850	2,206	1,800	742	0	-	-	742	Expected to achieve 2019 target	On Track

5 A lively and engaging city centre

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

5.1 The city centre has safe and attractive public spaces for people to meet, rest and walk through at all times of the day or night; with George Street as a distinctive spine.

Major Programs	Progress To Date	Status
Public Domain Planning		
Provide strategic input (design principles) into the State Government's long term master plan for Circular Quay, Barangaroo and Darling Harbour Live.	Ongoing strategic design input into State Government master planning projects as required including urban design principles for public space and public domain outcomes for Central Station precinct.	On Track
Continue to develop Public Domain Plans for the City Centre and accompanying Implementation Plans.	<p>City Centre public domain improvement program co-ordinated through preparation of public domain precinct plans. The City North Public Domain Plan guiding document co-ordinating public domain outcomes from private sector developments at Circular Quay such as AMP and 1 Pitt Street. Chinatown and City South Public Domain Plan guiding the capital works program such Quay Street and Darling Harbour connecting street improvements at Mary Anne, Macarthur and Quarry Streets.</p> <p>Public domains plans for Town Hall precinct and City South (Central Station) precinct underway with consultant teams completing preliminary street and public space options.</p>	On Track

Safety

Work with police and other agencies to prevent, respond, and investigate public safety incidents through the coordinated operation of public place CCTV cameras.	As at the end of Q2, the city has received 727 applications for CCTV footage, releasing 447 items of footage to support police in investigating and prosecuting offences. City staff alerted Police on 305 occasions to criminal offences, improving response times and reducing the impact of offences.	On Track
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5.2 The city centre provides diversity of built form, uses and experiences.

Major Programs	Progress To Date	Status
Public Domain improvements		
Continue to deliver Capital Works projects for the City arising from the Chinatown Public Domain Plan, Harbour Village North Public Domain Plan and City North Public Domain Plan.	Artwork in Thomas and Hay street installation works completed in February 2018 with Roads and Maritime Services (RMS) and Ausgrid work completed in September 2018. Quay Street Upgrade is currently in the development phase. Remaining Chinatown Public Domain Improvement works will be scoped and programmed following redevelopment of the Power House Museum and adjoining sites. The Sydney Harbour Bridge Southern Cycleway (formerly Harbour Village North Cycleway) will be delivered by RMS, The City is currently managing the design development in consultation with relevant stakeholders and government bodies.	On Track
Planning		
Develop and implement a CBD Activation Policy and Guidelines.	To commence in early 2019	On Track

5.3 Innovative, creative, retail, hospitality, tourism and small business activity is supported in the city centre.

Major Programs	Progress To Date	Status
Business space		
Facilitate access to appropriate space in the city centre for businesses within identified priority sectors including Tech Start-ups and Aboriginal and Torres Strait Islander business.	<p>The City's own Business Innovation Space in Circular Quay will provide 3,800sqm of affordable space for the tech startup ecosystem in 2022. The City is currently consulting with the local tech startup ecosystem to inform the future use of the space: potential users, focus and theme (sector based or sector agnostic) and operational model.</p> <p>The City is promoting the free co-working space at the Juanita Nielsen Community Centre in Woolloomooloo via our tech startups email database.</p> <p>The City purchased the Redfern Post Office for an Aboriginal and Torres Strait Islander centre. The City is consulting with the community on the best use of the Post Office, which might include some provision for Aboriginal and Torres Strait Islander economic development.</p>	On Track
Tourism provision		
Work in partnership to develop tourism infrastructure in the city centre including Wi-Fi and information kiosks.	<p>The City operates three key programs for Visitor Service delivery; Visitor Services Kiosks, Cruise Meet & Greet Volunteer Sydney Ambassador Program and the Volunteer Roaming Sydney Ambassador program.</p> <p>For the period July 2018 to December 2018:</p> <ul style="list-style-type: none"> - Visitor Services kiosks assisted 25,357 visitors. - The Cruise Meet & Greet Volunteer Sydney Ambassadors greeted 13 international ships and assisted 5,665 passengers. - The Volunteer Roaming Sydney Ambassador program assisted 43,160 visitors. 	On Track
Develop and deliver programs that provide visitors with information in the city centre such as the Cruise Ship Ambassador Program.	<p>The 2018/19 cruise season commenced in September and the City's Ambassadors greeted 13 international cruise ships assisting 5,665 passengers.</p> <p>The Roaming Ambassador program continued to grow, with the 200th volunteer Ambassador recruited in December 2018. For the period July 2018 to December 2018, the Ambassadors assisted 43,160 visitors across the Circular Quay, Rocks, Town Hall and Darling Harbour precincts.</p>	On Track

5.4 The city centre is a place for cultural activity, creative expression and participation.

Major Projects	Completion Date	% Complete	Progress To Date	Status
City centre creative activity				
Implement recommendations from the review of the busking policy that aims to increase the cultural and street life of the city community.	2018	70	The draft Local Approvals Policy for Busking and Aboriginal and Torres Strait Islander Cultural Practice was placed on public exhibition from September - November 2018. Engagement with buskers and community feedback is largely in favour of the proposed policy. An implementation Plan addressing operational and busking program considerations is being developed to accompany the Policy.	On Track

Major Programs	Progress To Date	Status
Public art		
Implement City Centre Public Art Green Square Public Art and Eora Journey public art.	The implementation of the City Centre Public Art Plan is well underway. The Distance of Your Heart, by Tracey Emin was completed and successfully launched in March 2018. The Cloud Arch has been deferred as per Council Resolution. Two new permanent Laneway Art Commissions are also being planned for installation in 2019.	On Track

5.S.1 Performance Measures

City centre public life												
Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Amount of footway dining in the city centre (total)	m2	2,717.75	2,551.46	-	0	2,378.9	-	-	-	2,378.9	Total Footways in the City Centre = 155	Indicator Only

6 Resilient and inclusive local communities

6.1 Our city comprises many unique places – a ‘city of villages’ – for communities to live, meet, shop, study, create, play, discover, learn and work

Major Programs	Progress To Date	Status
Learning and Creative Programs		
Deliver a welcoming cultural program within relevant City cultural venues.	<p>Public program highlights included NAIDOC week and National Aboriginal and Torres Strait Islander Day celebrations, along with the Late Night Library series featuring artists from Muslim, Zimbabwean and Asian cultures and provocative performances that investigate the nature of humanity; in addition to the Green Square Library and Plaza Launch and the introduction of Adobe Creative classes.</p> <p>At Customs House, exhibitions ‘Site of Passage’ and ‘Real Australians’ came to a close after a successful season as well as hosting ‘Wasteland’, a hanging installation in partnership with Art & About. The next major exhibition ‘Cartographica – Sydney on the map’, celebrating the visual interpretations of the city’s landscape, is now open until spring 2019.</p>	On Track
Public Domain		
Maintain and enhance public domain across the local government area through an ongoing program of improvement works.	Program is integrated into the various footpath, greening, lighting, street furniture and Pedestrian, Cycling and Traffic Calming (PCTC) programs delivered across the City.	On Track
Green Square		
Delivery of new community/cultural facilities, public domain and infrastructure to a high standard in Green Square.	Community facilities, infrastructure and public domain are continuing to be rolled out to a high standard. The new Green Square Library and Plaza were opened in October 2018 and the Gunyama Park Aquatic and Recreation Centre is currently under construction.	On Track
Placemaking and community engagement activities for Green Square growing neighbourhood.	Placemaking Plan is currently being reviewed.	On Track
Social Strategy		
Lead the implementation of a Social Sustainability Policy and Action Plan	<p>Within the Social Sustainability Action Plan there are 59 actions across four strategic directions. To date 33 of the actions have new projects that have commenced in 2018. Three actions have been completed and continue as business as usual. These are actions:</p> <p>1.12: Facilitating low income earners access to affordable veterinary services for pets, 2.13: Deliver place-based cultural and creative initiatives that enhance local neighbourhoods and 3.14: Improve the safety and amenity of social housing precincts.</p>	On Track

6.2 Our city is a place where people are welcomed, included and connected.

Major Programs	Progress To Date	Status
Social Programs and Services		
Implement the Inclusion Action Plan.	<p>Highlights include:</p> <ul style="list-style-type: none"> • Submitted the City's first Annual Report of achievements under the Inclusion (Disability) Action Plan • 2 submissions made on accessible housing and standards for accessible public transport • Disability awareness training is now a mandatory induction requirement for all new staff • 64 events listed on the disability-inclusive events directory – seven offered by external groups and 57 run or supported by the City • 69 staff completed training on disability, mental health and inclusion topics • 2 articles published during the Invictus Games on making businesses inclusive and accessible 	On Track
Offer affordable social programs and services that promote social inclusion, connection and participation.	<p>City Spaces recorded 442,228 attendances at the City's 13 staffed or partially staffed community facilities, programs and events. A total of 474 programs to promote and support inclusion and diversity were offered, with 537 programs out of 572 accessible to people with a disability. A total of 10,115 bookings were taken across the City's 13 staffed and 28 unstaffed City Spaces, with 5,471 at community rates, and 1,199 at self-help rates.</p> <p>Meals on Wheels delivered 19,314 meals to 212 clients, and provided 48 hours of assessment and 412 hours of care coordination including 63 home visits. Community Transport provided 9,828 passenger trips and 294 community bus hires.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> • 3,600 attendances at community lunch and dinner activities and other food programs at the City's community centres • 1,860 people attended cross-cultural Christmas and end-of-year events at community centres • 400 people attended the Transgender Day of Remembrance event • 248 people attended Strata Skills 101 workshops, with 23 individuals attending more than one workshop • 50 people attended a free, live classical performance by the Brandenburg Orchestra at Redfern Community Centre • 29 students from 12 countries completed the International Student Leadership Ambassador program. The students performed over 7,000 hours of volunteer work. 33 new international students have commenced in the program. • 960 attendances at events recognising Aboriginal and Torres Strait Islander culture and community at Redfern Community Centre. 	On Track
Deliver programs that support community safety.	<p>The City delivered 'Responding With Compassion' first responder training in partnership with Rape Crisis and Domestic Violence Australia for NGO volunteers from Red Cross Save a Mate, Take Kare and ACON representatives ahead of the summer period. There were 21 participants in the training. All surveyed participants reported they had increased their skills and knowledge, that they knew where to get help as a result of the training, reported an increased ability to advocate on behalf of others and that they would recommend the training to others.</p> <p>The City partnered with all 6 local Police Area Commands and with local domestic and family violence support services in a community event in Hyde Park to raise awareness of domestic and family violence issues and impacts and to promote ways to get help. 150 people participated in the event.</p> <p>The City Partnered with Surry Hills Police Area Command and with Kings Cross Police Area Command to raise community awareness of crime prevention and community safety. The 2 community events at the Surry Hills and Kings Cross Police Stations were attended by over 570 people.</p> <p>The City held two Good Neighbourhood Crime prevention events in Kings Cross and in Camperdown in partnership with NSW Police, state emergency services and a broad range of internal stakeholders. The Camperdown event was held in partnership with Inner West Council. 700 people attended the two events. Most surveyed participants reported</p>	On Track

increased feelings of safety, they knew where to get help if needed, felt more connected to their community, would help a neighbour if needed and they would recommend attending the event to others.

The City in partnership with NSW Police and Australian Hotels Association delivered The 'Ask For Angela' Campaign through licensed premises in the City of Sydney Police Area Command. The program encourages people who are uncomfortable or unsafe in a licensed premises to discreetly ask staff for help by 'Asking for Angela'- a phrase aimed at alerting bar staff to help so they can help defuse the situation. Most surveyed participants reported increased feelings of safety, increased skills and knowledge, knew where to get help if needed and were satisfied with the service.

Social Justice

Collaborate with government and non-government organisations on strategic approaches to promote social justice and inclusion.

The City continued working with University of Sydney on the Food Incubator Hub pilot program which will be funded through a Knowledge Exchange Program and a federal government research grant. Collaboration has taken place to run a co-design event looking at the provision of food for homeless people. In addition a hackathon was run with Mission Australia and the Wayside chapel. Both participated with data challenges worked on by volunteers with data for democracy. A knowledge exchange grant has been completed with Today looking at the mapping of social enterprises within the City. This report is now going to be used to further engage with an external working group of experts in the space to identify a clear roadmap of engagement for the city.

On Track

6.3 Local economies are resilient, meet the needs of their community, and provide opportunities for people to realise their potential.

Major Programs

Progress To Date

Status

Information and research

Provide demographic, visitor and sector data and analysis to local businesses to assist in decision making and sustainable growth.

The Floor Space and Employment Survey has been completed and data is available for internal and external use. The 2018 Housing Audit has been uploaded to the City of Sydney website. Population data has been updated as per ABS revised population released end of August 2018.

On Track

Support small business

Strengthen the activation of precincts, with events, programs and services and develop resources that support existing and new business.

The City promotes local economies and profiles businesses through its marketing strategy #sydneylocal, which over the last 12 months has reached 10.5 million people, resulted in 2.3 million engagements and directly profiled 4,131 businesses.

On Track

The City activates local precincts through its financial support for village festivals including:
 Pyrmont Food & Wine Festival on 15 & 16 Oct (20,000 attendees)
 Go Here Go There music festival in Kings Cross on Oct 20 (1,000 attendees)
 Newtown Good Food Fair on Oct 4 (10,000 attendees).

The City also provides financial support for major events that drive economic outcomes for local businesses including Vogue Fashion Night Out which took place on September 6, attracting over 200,000 shoppers to the CBD.

The City provides annual funding for local chambers and industry associations to carry out local economic development projects that promote village destinations and connect businesses to opportunities and build their skills and networks.

The City hosted two new seminars designed to help build the digital skills of small businesses.
 July event "Instagram": 163 business owners attended
 September event "China Online": 112 business owners attended

The City provided six new Knowledge Exchange grants to support programs that build the capacity of our local tech ecosystem including:
 Hub Hyde Park Co-working UnConference Conference Australia Aug16: A educational and networking event for the local co- working industry (15,000 participants at events)
 Emerge STEM Careers Expo September 6: A creative showcase of STEM careers to highlight viable alternate career pathways for STEM educated students and professionals within tech start-ups and scaleups (490 participants at events)
 Startcon Nov 30 - Dec 1: Australia's largest start-up and growth conference (4000 participants at events)
 Spark Festival Oct 19 - Nov 4: A two week festival for start-ups, innovators and entrepreneurs (13,081 participants at events)
 Zambesi Oct 25 & Nov 19: Workshops for local businesses hosted by leaders of high growth tech companies (160 participants over both events)
 Tech Sydney: New website for Sydney's tech start up industry now launched <https://www.techsydney.com.au/>

The City also ran its third Visiting Entrepreneur Program in October & November hosting international entrepreneurs Mark Brand, Matthew Brimer and Joseph Lubin in Sydney to share their expertise with the local startup ecosystem (1,288 participants at events).

6.4 There is equitable access to community facilities and places, parks and recreational facilities to support wellbeing in daily life.

Major Programs	Progress To Date	Status
Community Planning		
Provide strategic direction for community facilities delivery to meet changing community needs and aspirations.	Ongoing advice is currently being given to support proposed social infrastructure at Waterloo redevelopment site.	On Track
Community well-being		
Provide childcare and children's facilities across the local area, including preschool, long day care, occasional care and out-of-school hours services.	<p>The City continues to offer 160 early childhood education and care places and 297 out of school care places. The services supported 805 children. Highlights included:</p> <ul style="list-style-type: none"> • Embedding Aboriginal perspectives into educational programs through continued participation in the Ngroo Walking Together Program • Supporting 16 vulnerable children aged 8-13 years through the Glebe Middle Ground program • Participating in programs that support vulnerable families including the Skip, Step and Swear Challenge and African Youth Christmas Drive • Encouraging children to learn about sustainability including working with the City's Greening and Leisure Unit to plant over 3,600 local native plants in Jubilee Park • Offering health and wellbeing educational programs including the Munch and Move program. 	On Track
Community Facilities Delivery		
Develop a property portfolio that ensures community facilities optimise investment opportunities and community needs.	Following a review and Council resolution in August 2017, a number of surplus assets have been/are being divested. Some of the proceeds from these divestments will be used to acquire suitable investment properties.	On Track

Parks and recreation facilities

Maximise the availability and quality of facilities to meet demand for participation in sports across the community.

The City's sports facilities program includes:

- Perry Park Recreation Centre (Stage 1)
- Perry Park Recreation Centre (Stage 2)
- Perry Park synthetic sports field
- Gunyama ark synthetic sports field
- Gunyama Park Aquatic Recreation Centre
- Alexandria Park synthetic sports field and sports courts
- Huntley Street indoor sports courts
- Cook+Phillip Park Pool change rooms and reception upgrade
- Sydney Park skate facility, Alexandria
- The Crescent skate facility, Glebe

The City is also reviewing the community sports facilities at Jubilee Park, Glebe, with a feasibility study and business case process to commence in mid 2019.

The construction of new outdoor fitness area at Waterloo Park is expected to commence 2019.

On Track

6.5 The community has the capacity, confidence and resilience to adapt to changing circumstances.

Major Programs

Progress To Date

Status

Social services

Support a diverse inclusive and accessible range of community programs and projects through community and aquatic facilities.

City Spaces offered 572 programs across the City's 13 staffed and partially staffed community facilities, with 537 programs accessible to people with a disability, 27 programs designed to increase digital literacy and inclusion, 107 environmental programs and activities, and over 70 exercise and fitness activities. 7,343 bookings were made by groups in unstaffed community venues, with 4,847 at community rates.

On Track

Highlights include:

- 66,740 attendances at sports competitions at Ultimo and Maybanke Community Centres and King George V Recreation Centre
- 33,183 attendances for gym use and exercises classes at the City's 3 community fitness centres
- 78,421 attendances at health and wellbeing programs targeting city workers, people experiencing homelessness, mental health issues or substance use issues, refugees, seniors, young people and people with disability
- 1,394 young people attended low or no cost programs across City Spaces including health and mental health programs, sports and recreation activities, school holiday programs and a youth career expo event
- 335 people attended mental health awareness days at community centres
- 200 women, children and young people attended an Aboriginal Women's Coorroboree event at Redfern Community Centre.
- Over 100 people attended two events at the Juanita Nielsen Community Centre as part of the Visiting Entrepreneur Program, providing ideas and information to small businesses and start ups
- 26 people attended an in-language workshop at the Ron Williams Community Centre to raise awareness of the importance of recycling among the Chinese community
- 45 people attended safety talks at St Helen's Community Centre on fire safety and personal safety.

Social strategy, research and planning

Monitor Community Wellbeing Indicators to identify change and wellbeing trends in the community.

There have been no updates to the Community Wellbeing Indicators during this reporting period. The Wellbeing Survey will be undertaken during the next reporting period, with results available in Q3 2018/19 and then later on to the City's website.

On Track

Emergency Planning

Work with emergency services, relevant agencies, and the community to build capacity and resilience to prevent, respond, and recover from emergencies

The City continued to coordinate the activities of the Local Emergency Management Committee, including the review of response plans, emergency management briefings, and emergency exercises.

On Track

The City is currently working with NSW Government's Office of Emergency Management on the development of a City of Sydney Recovery Plan. This is one of several recovery planning pilot projects, which are expected to improve recovery arrangements for all local government areas. The City has also been invited to participate in field based practical training in emergency event recovery with the Office of Emergency Management. This will involve the deployment of one or two staff at a time to work alongside the Office of Emergency Management staff during significant emergency events around the state.

The City is continuing to work with the NSW Police on the review and rewriting of the Sydney CBD Evacuation Plan. This review is expected to be completed in early 2019.

Customer service

Effective and efficient delivery of relevant information and services that meet community needs.

- Continued to provide service to customers via telephone, counter, email, mail and on-line channels.
- Meeting all service level expectations.
- Worked with internal stakeholders to identify improvements to customer experience and service delivery.
- Commenced using Customer Satisfaction Surveys to measure quality of service delivery

On Track

6.S.1 Performance Measures

Local economies

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Amount of footway dining in the Village Centres	m2	3,804.01	4,620.88	-	4,744	4,772	-	-	4,772	Total Footways in the Villages = 454	Indicator Only
Value of economic grants approved by the City of Sydney	\$ '000	-	923.46	-	757.24	266.36	-	-	1,023.59	Approvals in the first half of the year include support for ten Chambers of Commerce and industry associations, Newtown Good Food Fair, the 2018 NSW Business Chamber Business Awards, an upgrade to the Griffin Theatre and the after midnight series at Staved Brewery.	Indicator Only

Libraries and learning

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of active library memberships	No	55,757	55,757	-	61,288	65,953	-	-	65,953	Increase in membership since opening Green Square Library.	Indicator Only
Total number of items accessed from Libraries (physical and digital)	000	1,229.02	1,357.65	-	340.31	363.07	-	-	703.38		Indicator Only
Attendance to libraries	000	1,035.94	1,098.64	-	300.33	330.75	-	-	631.08		Indicator Only

Children's services

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of children supported through City operated Children's Services	No	1,189	1,108	-	727	78	-	-	805		Indicator Only
Net annual increase in new child care places provided for under school age children across the city area, measured against June 2013 baseline (4,502) (measured annually in June)	No.	2,081	2,312	-	-	-	-	-	-		Indicator Only
Number of children accessing reduced rate fees and free City operated Children's services	No.	-	1,288	-	268	27	-	-	295		Indicator Only
Community satisfaction with access to community facilities and services (Community Wellbeing Indicators)	%	-	-	-	-	-	-	-	-		

Community health and well-being											
Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	99	98	85	100	95	-	-	97.5	Usage remains near capacity across these facilities.	On Track
Area of parks and open space managed by the City of Sydney (measured annually)	ha	196.7	202	-	-	-	-	-	-	Reported annually.	Indicator Only
Attendances at aquatic and leisure centres	000	1,732	1,705	-	385	371	-	-	756	Attendance for the quarter impacted by cold weather in October and the closure of Ian Thorpe Aquatic Centre for 3 days as a result of damage from the severe weather event in November.	Indicator Only
Targeted initiatives to improve community health and wellbeing	No.	-	-	-	125,660	262,238	-	-	387,898		On Track
Social Programs and Services											
Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Value of social grants approved by the City of Sydney	\$ '000	1,726.46	2,486.34	-	1,800.21	412.54	-	-	2,212.75	This includes support for Alcoholics Anonymous Redfern under the Venue Support Program and Christmas in Pyrmont through the Festivals and events program.	Indicator Only
Value of revenue forgone by the City through the accommodation grants program – leases for social initiatives	\$ '000	-	3,155.71	-	796.5	774.51	-	-	1,571.02		Indicator Only
Number of meals provided	No	59,329	53,779	-	9,639	9,675	-	-	19,314	Reduction in client numbers largely due to introduction of the NDIS.	Indicator Only
Total bookings of City Spaces facilities and venues	No	12,086	18,553	-	5,020	5,095	-	-	10,115	Decreased due to reduced demand for event related transport and a slight decline in general demand.	Indicator Only
Total overall attendance at City Spaces	No	739,313	821,590	-	220,401	221,827	-	-	442,228		Indicator Only
Percentage of people surveyed accessing City Programs and Services who report an increase in their connectedness to the community	%	90	87	-	-	-	-	-	-	Reported annually	Indicator Only
Percentage of people surveyed accessing City Programs and Services who report an improvement in their physical health	%	86	88	-	-	-	-	-	-	Reported annually	Indicator Only

Percentage of people surveyed accessing City Programs and Services who report an improvement in their social wellbeing	%	85	89	-	-	-	-	-	-	Reported annually	Indicator Only
Number of programs/events delivered that promote social inclusion and connection	No.	-	975	-	266	266	-	-	532		Indicator Only
Number of passengers trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	-	21,255	-	4,701	5,127	-	-	9,828		Indicator Only
Total number of bus hires through the City's community bus-hire scheme	No.	-	563	-	145	149	-	-	294	All bus hires for the year to date have been fully or partially subsidised.	Indicator Only
Number of bus hires through the City's community bus-hire scheme at reduced rates	No.	-	269	-	145	149	-	-	294		Indicator Only
Percentage of people surveyed accessing City programs and services who reported an increased sense of inclusion, belonging or awareness of diversity	%	-	89	-	-	-	-	-	-	Reported annually	Indicator Only
Total bookings of City Spaces facilities and venues at community rates	No.	-	10,376	-	2,701	2,770	-	-	5,471		Indicator Only

Companion animals

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result				YTD	Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4			
Dogs and cats impounded (less is better)	No	164	152	-	36	72	-	-	108	38 dogs and 34 cats were impounded in quarter 2.	Indicator Only
Dog attacks	No	126	155	-	31	33	-	-	64		Indicator Only
Dog declared menacing/dangerous	No	3	3	-	1	1	-	-	2	1 dog was declared "menacing" in quarter 2.	Indicator Only

7 A cultural and creative city

7.1 Creativity is a consistent and visible feature of the public domain and there are distinctive cultural precincts in the city and its villages.

Major Programs	Progress To Date	Status
Creative Public Domain		
Deliver Art & About Sydney as a significant local and international program of public domain activity year-round.	Art & About Sydney has delivered four projects to date this financial year reaching a combined audience of 230,000 people, and over 4,000 views of custom-made online video content. Projects were featured in the Sydney Morning Herald, Weekend Australian, and The Age. The program is to showcase art in unusual places including Wasteland at Customs House, the transformation of ocean plastic into an art installation, Gravity System Response in the Domain Gardens, a public mural splashed with paint made from fire extinguishers, and the popular Australian Life and Little Australian Lives photography exhibitions in Hyde Park. Australian Life photography received the highest engagement yet with over 2,500 entries from across Australia.	On Track
Deliver hoardings activation program throughout the City.	Approximately 18 Site Works hoardings have been installed to date this financial year. Bespoke creative hoardings graphics had 12 requests to date this financial year. The second iteration for new artworks opened in December with 763 applications received. It is expected that the new Site Works artworks will be available from March 2019. Interest from the ACT Renewal Authority on the current Site Works program to be replicated in the ACT.	On Track
Living History		
Continue to implement the history and curatorial programs in alignment with the Cultural Policy.	Public programs included talks on Remembrance Day and public housing. Visitation of online history content totalled 440,075 to date for this financial year.	On Track

7.2 The city supports and encourages individual creative expression by ensuring opportunities for creative participation are visible, accessible and sustainable.

Major Programs	Progress To Date	Status
Creative Participation Programs		
Deliver the Joynton Avenue Creative Centre in Green Square and East Sydney Community and Arts Centre in Darlinghurst and liaise with providers to deliver programming.	<p>Head tenants of Joynton Avenue Creative Centre, 107 Projects welcomed the first round of residents into the creative offices, hosted community performance evenings with the neighbouring City West Housing residents, held the first entire building activation for the Newcastle University Architects Graduation show and the first large free public event for the site.</p> <p>Brand X, the head tenant and operator of the upper floor of the East Sydney Community and Arts Centre, delivered the first two seasons of The Flying Nun program (showcasing the work of the Performing Arts residencies within the Centre) supporting 28 performances and events; continued to provide the cultural sector and local community with access to affordable rehearsal space, operating the facility at over 80% occupancy; and hosted the program launch for Sydney Fringe Festival.</p>	On Track

7.3 Sydney's cultural sector and creative industries are supported and enhanced leading to greater sector sustainability, productivity gains, and innovation.

Major Programs	Progress To Date	Status
Regulatory Reform		
Develop a package of proposed reforms to address planning challenges for live music venues, entertainment noise later trading and temporary/low risk cultural uses.	The City proposed a series of planning reforms to support live performance venues, small scale cultural activities and later opening shops and businesses in its Open and Creative City Discussion Paper. The City is drafting detailed planning controls following community feedback to the Discussion Paper. The City is exhibiting changes to its late night planning controls which include a proposed late night arts and cultural precinct and incentives for live performance venues.	On Track
Audience Development		
Continue the Digital Theatre Passport to provide high-school students with access to performances in Sydney's cultural venues.	<p>Playwave exclusively sells theatre and events tickets to 15-19 year olds. Since its inception over 8,221 tickets have been offered to young people. Playwave has 51 venue partners, 2 media partners, and now has a total of 790 subscribers and sold a total of 737 tickets.</p> <p>Just under a quarter of users had not attended an arts or cultural event before and 45% of customers identified as not being regular participants in arts and cultural activities, with over 43% identifying as being from a culturally diverse background. These figures demonstrate the impact of Playwave introducing and enabling young, diverse people to participate in arts and cultural activities.</p>	On Track
Sector Development		
Provide support to a range of cultural groups that provide opportunities for creative participation, enhance creativity in the public domain and strengthen the sustainability and capacity of the city's cultural and creative industries.	In the first half of the year, 169 cultural projects were approved by Council to the value of \$1,968,217 cash and value-in-kind. These projects were awarded through the Accommodation Grant, Cultural and Creative Grants and Sponsorship, Festivals and Events – Artform (excluding major events), Knowledge Exchange Sponsorship, Matching Grants, Venue Hire Support Grants and Sponsorship, and Street Banners Sponsorship programs. This includes support for the Audiocraft podcast festival, Sydney International Women's Jazz festival and the Sydney Comedy festival at Sydney Town Hall.	On Track

7.4 The continuous living cultures of Aboriginal and Torres Strait Islander communities is visible and celebrated in our city.

Major Programs	Progress To Date	Status
Eora Journey		
Commission a series of permanent and temporary public artworks as part of the Eora Journey	To date, the City has launched 3 of the 7 public art projects in the Eora Journey program to take place over a 10 year period. The recently announced 'Bara' - Monument for the Eora is the fourth project in development due for installation in mid 2020.	On Track
Reconciliation Action Plan		
Review progress achieved through the City's 2015-2017 Reconciliation Action Plan (RAP) to inform the development of an updated version.	The annual impact report was provided to Reconciliation Australia as required. City staff participated in the nationwide Barometer Survey on progress towards reconciliation. The effectiveness and achievements of the RAP have been reviewed with staff and the Aboriginal and Torres Strait Islander advisory panel. A report on outcomes for 2015-2018 is available on the City website. The new RAP is in development and will be endorse in the first half of 2019. The City will continue to report against the actions in the existing RAP.	On Track

7.S.1 Performance Measures

Culture and creativity

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result				YTD	Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4			
Value of cultural grants approved by the City of Sydney (excluding major events)	\$ '000	2,492.96	1,960.31	-	1,491.98	476.24	-	-	1,968.22	This includes support for the Audiocraft podcast festival, Sydney International Women's Jazz festival and the Sydney Comedy festival at Sydney Town Hall.	Indicator Only
Value of revenue forgone by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	-	1,284.77	-	322.64	323.59	-	-	646.23		Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No.	208	153	-	167	135	-	-	135	Reduction in number of sublets by the head tenants has reduced the number of creative organisations compared to last year.	Indicator Only
Number of artists supported	No.	1,599	1,909	-	-	1,261	-	-	1,261	Artists engaged through all City of Sydney managed events, Pine Street and library programs, Customs House exhibitions, Civic Collection and other cultural programs.	Indicator Only
Number of creative personnel supported	No.	11,428	14,952	-	-	8,037	-	-	8,037	Creative personnel engaged include those through the Creative Spaces Programs, library programs, major events and Customs House exhibitions.	Indicator Only
Number of new cultural organisation using the Digital Art Pass system	No.	-	48	-	0	3	-	-	3	Playwave have increased their cultural partnerships by 3 organisations from 48 to 51 from June to December 2018.	Indicator Only

8 Housing for a diverse community

8.1 The supply of market housing in the city meets the needs of a diverse and growing population.

Major Programs	Progress To Date	Status
Housing supply		
To meet District Plan requirements, develop a Housing Strategy to manage the long-term supply of housing.	The Housing Strategy is being prepared as part of a Local Strategic Planning Statement, by July 2019 as required by NSW Government. Analysis of demographic data, review of population forecasts, capacity, and development of scenarios is underway.	On Track
Monitor the balance of residential development to non-residential development in the city including the size and mix of dwelling types.	As at December 2018 there were: <ul style="list-style-type: none"> • 17,493 private residential dwellings approved or under construction in the city • 2,424 non private residential dwellings approved or under construction in the city • 5,055 private residential dwellings lodged but not yet approved in the city • 883 non private residential dwellings lodged but not yet approved in the city 	On Track

8.2 The supply of affordable housing supports a diverse and sustainable community and economy.

Major Programs	Progress To Date	Status
Partnerships		
Continue to investigate opportunities to use City owned land for affordable housing delivered through partnerships with government, not for profits and the private sector.	Emerging models for affordable housing are being reviewed including the potential application on the City's land.	On Track
Planning		
Use the planning system to facilitate affordable housing including maintaining existing programs, developing new programs, encouraging site specific opportunities and investigating innovative approaches.	The City has prepared draft planning controls to facilitate affordable housing in the city area. The proposal is for a levy (phased implementation) for the areas not covered by current schemes (including Central Sydney), as well as a separate contribution from sites that benefit from a change to planning controls that increases land value. The proposal was approved by Council in September 2018 and has been sent to the Department of Planning for finalisation. The proposed controls, along with existing schemes in Green Square, Ultimo Pyrmont and the Employment Lands, will ensure affordable housing schemes operate across all areas under the Council's planning control.	On Track

8.3 The supply of safe and sustainable social housing in the inner city is available for those who need it.

Major Programs	Progress To Date	Status
Advocacy		
<p>Advocate to State Government and housing providers for the retention of existing social housing and increase in supply.</p>	<p>Advocacy ongoing. The City is providing ongoing advice on the Waterloo Redevelopment project to ensure the needs of existing social housing tenants are adequately addressed through the planning process. In addition proposed guidance for social infrastructure requirements for Waterloo are currently being developed, along with long-term delivery model options.</p>	On Track
Capacity Building		
<p>Provide and support community capacity building initiatives in social housing neighbourhoods.</p>	<p>Domestic and Family Violence bystander training - The City, in partnership with the Women's and Girl's Emergency Centre (WAGEC), designed and delivered training for social housing residents to enable them to recognise domestic and family violence and to support victims/survivors in getting help..</p> <p>The City, in partnership with Mental Health First Aid Australia, delivered mental health first aid training - support for suicidal persons, to social housing residents at Northcott in Surry Hills. There were 19 participants in the workshop.</p> <p>The City funded the Waterloo Public Housing Action Group to deliver 14 workshops and forums providing information and opportunities for advocacy for Waterloo social housing residents affected by the impending redevelopment of the Waterloo Estate.</p> <p>The City provided funding for the Redfern Legal Centre's Waterloo Outreach service to assist Waterloo social housing residents with tenancy and legal advice - in the context of the impending Waterloo estate redevelopment.</p>	On Track
Partnerships		
<p>Collaborate with State Government and non-government agencies and with residents groups to address safety and amenity issues for social housing residents.</p>	<p>The City worked collaboratively with Family and Community Services to address safety and amenity issues, including waste and cleansing, lighting installation and escalation of individual resident's concerns to senior Family and Community Services management.</p> <p>The City partnered with Counterpoint Community Services, the Redfern Neighbourhood Advisory Board and other local community services to deliver the annual Redfern Neighbourhood Day at Poet's Corner. Over 200 participants from the Redfern social housing community attended.</p> <p>The City partnered with the RSPCA, Surry Hills public housing tenants, Sydney University Vets and other animal welfare services to deliver the 11th annual Northcott Pet Day in Ward Park. There were 400 attendees from social housing communities across the City. The event provided free access to pet health checks for low income residents and enhanced community connections, safety and resilience.</p>	On Track
<p>Collaborate with the NSW State Government Department of Planning and Environment (DPE) and the NSW State Government Land and Housing Corporation to ensure the renewal of the housing estates are well planned and delivers improved social outcomes.</p>	<p>The City and NSW Department of Planning and the Environment (DPE) continue to work closely through the Project Review Panel and working group. The Waterloo Estate is likely to be lodged for assessment in 2019. The City and DPE will work together on an assessment report.</p>	On Track

8.4 People who are homeless or at risk of homelessness have access to safe and sustainable housing and support.

Major Programs	Progress To Date	Status
Housing solutions and support services		
<p>Advocate for innovative responses, and build the capacity of city staff, non-government services and the community to contribute to preventing and reducing homelessness.</p>	<p>The City continued advocacy for the needs of individuals through ongoing case coordination meetings and improving the efficacy of the coordination groups such as Homelessness Assertive Response Team (HART). City Staff provided advice to South Sydney Region of Councils Community Network Group about collaborative work in homelessness and use of street counts. Councils and areas conducting Street Counts on the same night as the City are: Inner West Sydney, Parramatta, Woollahra, Waverly and Wollongong.</p>	On Track
Service coordination collaboration and capacity building		
<p>Partner and support the delivery and coordination of specialist homelessness outreach services to link people sleeping rough with services and support.</p>	<p>Sixty-nine people have been housed in permanent accommodation by the Homelessness Assertive Outreach Response Team (HART), coordinated by the City, together with NSW Family and Community Services (FACS). The HART continued weekly patrols along with place based operations to ensure people sleeping rough have a coordinated approach to better access safe, long term housing with support.</p> <p>The Homelessness Unit coordinate the WISH (Woolloomooloo Integrated Services Hub), a monthly one stop shop which brings together over 16 services in one location to assist people with access to health, housing, specialist support and other services. There were 256 outcomes for the WISH during the last six months.</p> <p>Two hundred and thirty three people have been assisted to exit homelessness, or prevent homelessness as a result of programs supported by funding from the City.</p>	On Track
Services		
<p>Monitor patterns of homelessness, and services available for people who are homeless or at risk of homelessness to identify gaps and trends</p>	<p>The City conducted its 21st bi-annual Homelessness Street Count in August 2018. There were 278 people sleeping rough across the Local Government Area and 495 people occupying hostel and temporary accommodation beds. This is a decrease of 108 people compared to the August 2017 count.</p> <p>City staff supported intensive outreach operations lead by NSW Family and Community Services to offer temporary and long term housing solutions for people sleeping rough in hotspot locations, including Belmore Park, Circular Quay and Wynyard. Since March 2017, 289 people previously sleeping rough in the inner city have been housed in long-term permanent accommodation as a result of intensive outreach and 145 people have been housed as a result of regular homelessness outreach patrols.</p>	On Track

8.S.1 Performance Measures

Housing

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result				Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4		
Number of new dwellings approved	No.	3,188	1,691	-	945	241	-	-	1,186	Indicator Only

Affordable rental housing

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result				Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4		
Affordable rental housing units resulting from affordable housing levy - Ultimo/Pymont (measured annually). Target at end of scheme (not specific date): 600	No	-	-	-	-	-	-	-	-	Indicator Only
Affordable rental housing units resulting from affordable housing levy - Urban Growth NSW (measured annually)	No	-	-	-	-	-	-	-	-	Indicator Only
Affordable rental housing units resulting from affordable housing levy - Green Square (measured annually). Target at end of scheme (not specific date): 330	No	-	-	-	-	-	-	-	-	Indicator Only

Homelessness

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result				Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4		
Number of people assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No	248	233	-	60	57	-	-	117	Indicator Only
Number of people prevented from becoming homeless through the City supported brokerage program	No	742	182	-	63	53	-	-	116	Indicator Only
Number of people sleeping rough in the city area	No	433	329	-	278	278	-	-	278	Street Count conducted August 2018 Indicator Only
Value of all grants for Affordable and Diverse Housing Fund and major homeless funding approved by the City of Sydney	\$ '000	-	1,200	-	2,700	0	-	-	2,700	Includes support for NSW Family and Community Services to provide Specialist Homelessness Services in the Inner City area and HammondCare's Darlinghurst development for older residents at risk of homelessness through the Affordable and Diverse Housing Fund. Indicator Only

9 Sustainable development renewal and design

9.1 The City of Sydney leads by example to facilitate great places.

Major Programs	Progress To Date	Status
Advocacy		
Engage with government led urban renewal projects to deliver design excellence, high Ecologically Sustainable Development performance and provide appropriate infrastructure.	The City has worked with the NSW Department of Planning & Environment to include extensive Study Requirements for sustainability, infrastructure and design excellence in the Waterloo, Bays Precinct and Elizabeth Street, Redfern State Significant Precinct projects. Submissions are being prepared to the exhibition of the Waterloo Metro project.	On Track
Integration		
Collaborate with the private sector to deliver new or upgrade existing public infrastructure that supports renewal.	The City executed 12 new Planning Agreements with the private sector during the period. The Agreements will deliver substantial new and upgraded public infrastructure including roads, footpaths, public parks and public domain upgrades delivered in association with development.	On Track

9.2 The city is beautiful, sustainable and functions well.

Major Programs	Progress To Date	Status
Design partnership		
Facilitate the Design Advisory Panel and Public Art Advisory Panel to provide expert advice on public domain, park projects, major development applications and public art proposals.	The Design Advisory Panel and Public Art Advisory Panel continue to provide valuable expert advice to the City on public domain design, park projects, major development applications and public art proposals.	On Track
Strategic Planning		
Review and implement the Design Excellence Policy to improve sustainable development outcomes.	A table summarising the findings of the 12 major projects reviewed has been completed. Feedback is being sought from DA and Strategic planners on the project findings during December 2018 and January 2019.	On Track
Implement the actions in the Central Sydney Planning Strategy.	The Department of Planning have provided a written response to the Central Sydney Planning Strategy and associated planning controls. The Department's correspondence requires significant changes to the City's endorsed approach before a Gateway determination is considered. City planning staff are continuing to review the impacts of the changes and determining a way to progress.	Watch
Advocacy		
Develop opportunities with State agencies that support the development of transport related infrastructure.	During the period, the City executed three Planning Agreements that provide for widened road reserves and footpaths to Botany Road and Gardeners Road.	On Track
Develop opportunities with State agencies that support the development of infrastructure for sports playing fields.	Under the Memorandum of Understanding for Joint Use Projects between the City of Sydney and the Department of Education, two agreements are in place for joint use of sporting facilities, at Alexandria Park Community School and Alexandria Park, and Inner Sydney High School (Surry Hills) and Prince Alfred Park. The redevelopment of the Alexandria Park Community School will provide for shared use of a new competition-size sportsfield, two outdoor multipurpose sports courts, a multipurpose indoor sports hall and amenities. Shared sports facilities at the Inner Sydney High School include a gymnasium, fitness training areas and associated amenities.	On Track

9.3 There are great public buildings, streets, squares and parks for everyone to use and enjoy.

Major Projects	Completion Date	% Complete	Progress To Date	Status
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Public Domain Infrastructure

Continue the implementation of the Wayfinding Strategy	2023	85	Glebe Point Road and King St Village packages were completed. A bus interchange wayfinding signage rollout is underway. Signage along the light rail corridor will be installed after handover of completed zones. Signage rollout in Green Square is also continuing to be co-ordinated with completion of public facilities, parks and new streets.	On Track
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Anti Vehicles Devices in the Public Domain - Kit of Parts Development and Design Applications

Not Yet Due To Report

Major Programs	Progress To Date	Status
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Public Domain Infrastructure

Undertake periodic review of public domain design codes in the City.	Draft Streets Code, Parks Code and Signage Code completed and undergoing internal stakeholder review prior to reporting to Council.	On Track
Update the Liveable Green Network Implementation Plan to keep it up to date to reflect changes and complete projects.	The installation of new street furniture, pedestrian lighting, access ramps, green verge, cycleways and new footways, are continuing on the Liveable Green Network routes.	On Track

Public space planning

Develop initiatives arising from the City's Open Space and Recreation Needs Study.	Feasibility open space assessments were completed for City owned land in Alexandria. A detailed business case for subject sites will be undertaken. Acquisitions were completed for property to provide an indoor recreation centre in Alexandria. Ongoing input and advice provided to open space development for Urban Growth proposals at Waterloo and Bays Precinct. A synthetic field feasibility assessments underway. Collaboration is taking place with the Office of Sport on district level approach to active recreation planning.	On Track
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Open space

Negotiate provision of additional public open space through proposals to change planning controls (e.g. Planning Proposals with VPAs).	The City considers opportunities to negotiate additional public open space alongside changes to planning controls. New planning controls for a site in Junction Street, Forest Lodge are being finalised and encourage additional open space and through site links through bonus floor space provisions. 102-106 Dunning Avenue, Rosebery was approved to be made in September 2018 and includes dedication of land for a laneway. 903-921 Bourke Street, Waterloo will provide land for open space to serve the increase in population in the area with adjoining development sites delivering the balance of the open space for a local park.	On Track
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9.4 The City's planning framework and implementation strategy ensures sustainable long-term growth.

Major Programs	Progress To Date	Status
Stormwater infrastructure Program		
Monitor the implementation of the actions from the Flood Studies and Floodplain Risk Management Plans for all catchments.	<p>The Johnston Creek Bridge Upgrade Study was completed. No bridges are recommended for raising to mitigate flooding and one bridge is identified as nearing the end of its life and needs to be considered for replacement. Any works on this bridge will be completed in collaboration with Sydney Water and the community.</p> <p>The updated Alexandra Canal Flood Model is on track for completion in 2019. This model incorporates changes in the catchment such as the Green Square Town Centre, Lachlan Precinct and Green Square Trunk Drain.</p> <p>The Ashmore Trunk drain project has now been further reviewed in collaboration with Sydney Water. It has been determined that trunk drainage works downstream of the Ashmore precinct cannot be justified as this will not result in a beneficial change to flood levels in the Ashmore area at this point in time. The study will be re-visited should further development ever be proposed upstream of Ashmore. The City will be proceeding with enhancements to the capacity of local drainage pits to minimise the effects of localised overland flooding.</p>	On Track
Program delivery		
Develop and implement Public Domain and Place-making Strategies for urban renewal areas.	<p>Public domain and civil infrastructure concept plans completed for Epsom, Lachlan and North Rosebery Precincts in Green Square and for the Ashmore precinct in Erskineville. Other public domain plans in the pipeline include Danks Street South precinct in Waterloo and the "Northern Investigation Area" in Alexandria.</p> <p>Place making activities are being implemented in Green Square. The current focus is on planning of activities associated with the launch of the new Green Square Library and Plaza, some of which are in collaboration with Landcom, and wider events such as Water Week.</p>	On Track
Strategic planning		
Respond to the NSW Government dwelling and job targets and review planning controls and infrastructure.	<p>The Greater Sydney Commission has incorporated dwelling and jobs targets in the Eastern City District Plan. The NSW Government has required all Councils to prepare a Local Strategic Planning Statement by July 2019. The Statement, and associated Housing Strategy, will consider dwelling and jobs targets over a 20 year period. Research into development capacity and employment space demand is being carried out. The City's Central Sydney Planning Strategy responds to and is consistent with the District Plan's jobs targets. The Strategy is being considered for a Gateway Determination by NSW Planning and Environment.</p>	On Track

9.5 The urban environment promotes health and wellbeing.

Major Programs	Progress To Date	Status
Planning policy		
Collect, analyse and report data within the Community Indicators framework to inform priority programs and services for the community.	<p>No Community Wellbeing Indicators were updated in this reporting period. The results of the Wellbeing Survey (due next quarter) will contribute to a refresh of approximately 25% of the Community Wellbeing Indicators.</p>	On Track

9.S.1 Performance Measures

Development Assessments

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result				YTD	Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4			
Median (net) assessment time to determine applications (DA & S96)	Days	52	49	45	41	46	-	-	46	The mean time to determine DAs is 1 day greater than the target of 45.	Attention Required
Average time to determine 90% of DA applications	Days	60	57.2	55	51.5	55.2	-	-	55.2	The result is within target but work will continue on reviewing performance.	Watch
Average time to determine 90% of S4.55 applications	Days	39.9	39.9	40	37.7	38.9	-	-	38.9		On Track
Average time to determine 90% of footway applications	Days	36.6	29.1	35	28	28.7	-	-	28.7		On Track
Percentage of outstanding applications over 100 days (DA & S96)	%	13.2	18	20	18.5	23.4	-	-	23.4	The result is close to target but work will continue on reviewing performance.	Attention Required
Average processing time for construction certificates.	Days	6.83	6.28	10	6.8	6	-	-	6.4		On Track

Voluntary Planning Agreements

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result				YTD	Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4			
The number of Voluntary Planning Agreements offers for the period	No.	31	25	-	6	0	-	-	6		Indicator Only
The number of Voluntary Planning Agreements executed for the period	No.	29	22	-	7	0	-	-	7		Indicator Only

10 Implementation through effective governance and partnerships

10.1 The City of Sydney is well governed.		
Major Programs	Progress To Date	Status
Compliance		
Deliver programs to embed risk management principles into organisational decision making.	The risk team are currently implementing a joint enterprise risk management system into the City. This will incorporate a user testing phase which will lead onto a training development package. The newly combined risk & governance unit will improve efficiency across the business as fraud and corruption risks will be combined within the new risk management system. A newly improved risk & governance web/ intranet page has been developed for staff to use the risk and governance tools.	On Track
Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan.	The City's Work Health and Safety programs continued. The City's Alcohol and Other Drugs random testing program will commence in January 2019.	On Track
Ensure that Councillors have access to relevant information and assistance to enable them to fulfil their obligations to lead, govern and serve the community.	Councillors receive regular information updates and comprehensive briefings on all current issues. In addition, the City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs.	On Track
Monitor compliance with privacy legislation to ensure that personal information held by the City is managed appropriately.	Staff monitor compliance with privacy legislation and processes. The City's Privacy Management Plan is being reviewed to ensure that it is up-to-date, and will include new information on how the City manages privacy breaches.	On Track
Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible.	A total of 2,188 Information Access requests (informals) were received and 2,217 were completed in the period July to December. A total of 28 formal (s.41) applications were received and 32 were completed in the same period.	On Track
Continue to implement a risk based and comprehensive Internal Audit plan for the City in accordance with the Internal Audit Charter.	Three-year internal audit program 2017-2020 endorsed by CEO and approved by Council's Audit Risk & Compliance Committee (ARCC). Assignments have commenced, and progress reported to ARCC.	On Track
Ensure all electoral processes are well managed and meet legislative requirements.	The Non-residential Methodology and Plan 2017-2000 was endorsed by Council at its meeting on 18 September 2017. All due milestones contained in this plan have been achieved, including significant enhancements to the non-residential register system and the annual confirmation of people who would be entitled to vote as non-residents at City of Sydney local government elections. The City continues to raise legislative issues in relation to the non-residential register with the Office of Local Government.	On Track
Governance		
Continually review and adapt the elements of governance to maintain community confidence in the City.	<p>A City wide Fraud and Corruption Risk Assessment has been completed and has been cascaded out to all the Executive and senior managers for use as part of each division's fraud control plans. The Governance team is currently implementing a City-wide Fraud and Corruption Prevention Plan that will simplify the fraud prevention activity. This will be both outward and inward focussing.</p> <p>A recent staff fraud & corruption survey informed the risk & governance team of how they are performing. There are a couple of areas for improved awareness to staff but overall the survey feedback confirms that the City has a strong governance framework which in turn supports public confidence.</p>	On Track

10.2 The City of Sydney has the culture, capability and capacity to deliver Sustainable Sydney 2030 priorities.

Major Programs	Progress To Date	Status
Organisational Capability		
Partner with regional governments, business and the community to facilitate delivery of the Resilience Strategy for the greater Sydney region and incorporate elements into the City's strategic plans.	<p>The Resilient Sydney Strategy was released on 24 July 2018.</p> <p>We are now implementing the strategy and this process of collaboration, information sharing and capacity building continues. We are convening stakeholders and organisations across metropolitan Sydney and the City of Sydney to work together to deliver the actions. These include organisations from business, government and the councils of metropolitan Sydney.</p> <p>Current collaborations with other councils include stresses and shocks managed via strategic planning, measuring and reporting on metropolitan carbon emissions, preparing communities for emergencies through the Get Prepared App, monitoring metropolitan social cohesion and wellbeing and the metropolitan engagement practitioners' network.</p> <p>Embedding resilience within organisations is key to this work. The City has shown leadership by being one of the first councils to embed resilience within our Community Strategic Plan.</p>	On Track
Continue to deliver and enhance the Integrated Planning and Reporting and business planning framework to improve integrated long-term planning and sustainability.	The 2017/18 Annual report has been completed including the Inclusion (Disability) Action Plan Annual Report. The Sustainable Sydney 2030 review has commenced with the first round of community engagement, key research studies and review of key documents underway.	On Track
Implement and monitor priority actions within the Workforce Strategy and plan for future workforce challenges.	The priority actions in the City's workforce strategy are being progressively implemented. The City's third annual review of gender pay equity was completed and a new cultural awareness program for managers and employees was launched.	On Track
Implement key actions from the Disability (Inclusion) Action Plan and the Reconciliation Action Plan to build a diverse and inclusive organisation.	The Cultural Competence Program was launched in Q2	On Track
Implement and monitor priority actions of the Information and Technology Strategic Plan	Projects in the Enterprise Infrastructure program commenced, including the upgrade and extension of the Wide Area Network and staff WiFi, and equipping meeting rooms with digital display and network connectivity.	On Track
Enhance our digital capability implementing key actions from the Digital strategy.	Key projects in the Enterprise Infrastructure program commenced. These projects will improve staff capability to work digitally from anywhere at any time and increase digital participation across the workforce.	On Track
Implement and monitor actions from the Serve Strategy to ensure the City provides a quality service experience that is consistent, accessible and meets community needs.	<p>The following actions from the Serve Strategy progressed:</p> <ul style="list-style-type: none"> - Commenced Serve workshops with business units in March 2018 - Monthly measurement and reporting of Customer satisfaction (commenced May 2018) - Commenced customer behavioural research project to better understand customer digital service needs and inform future digital service delivery. 	On Track
Refine and revise long term asset management plans for critical infrastructure assets, including climate change impacts.	The Asset Management policy, objectives, broad strategy themes, current infrastructure asset conditions and models reviewed and adopted in conjunction with the Integrated Planning and Resourcing Strategy and adopted by Council in June 2018. The roll out of rich data to work crews including Environmental Management Plans and Knowledge Base item to the Mobile client enable more efficient service delivery and enhanced customer experience.	On Track
Continuous Improvement		
Implement a business improvement program to improve efficiency and effectiveness of key services.	Training in Lean Thinking and People Centred Design methodologies was delivered and service improvement projects are under way across several business units.	On Track

10.3 The City of Sydney is financially sustainable over the longer-term.

Major Programs	Progress To Date	Status
Financial Planning		
Undertake business case analysis to model the business and financial implications of all new major projects, programs and initiatives to ensure long term financial sustainability.	Progressive review of business cases and financial modelling prioritised to ensure an appropriate consideration of needs, options, resourcing, financial implications and long term sustainability prior to project, program and initiative implementation. Reviews include significant tenders for services, new program initiatives (e.g. waste recycling) and capital works and ICT project proposals.	On Track
Rates		
Continue to proactively advocate for change in local government rating legislation and guidelines and seek innovations in order to improve equity amongst our ratepayers.	Awaiting Ministerial release of the findings and outcomes from the IPART review into the Local Government Rating to progress local government reform, while proactively defending council's application of its revenue policy. Opportunities to optimise revenue and equitably apply rates across our community are continually explored.	On Track
Strategic Property Management		
Adapt a new model to Property Management to ensure a new services model continues to reflect best practice.	The new Real Estate Service Provider was formally engaged by the City Mid- 2018. The new model is now operational.	On Track
Fees and Charges		
Progressively review the cost of delivering the City's major services to ensure appropriate fees and charges, and the level of council subsidy is identified.	The progressive costing review continues in order to inform pricing of appropriate fees and charges.	On Track
Procurement		
Ensure best practice procurement and contract management focused on value for money, minimised risk and improved sustainability.	The City continues to develop specifications to clearly define required outcomes that facilitate positive market responses and achieve best value quality outcomes. Contract reviews are ongoing and key lessons learned are used to improve future specialised training requirements. Risks are assessed for each procurement with suitable mitigation strategies incorporated into the process.	On Track

10.4 The City of Sydney makes a positive contribution to the governance of metropolitan Sydney.

Major Programs	Progress To Date	Status
Governance Reform		
Contribute to governance forums and reviews by SSROC and the Office of Local Government as well as participation in relevant state and federal government initiatives.	<p>City staff contribute to a number of forums. These include Southern Sydney Region of Councils (SSROC), the Independent Commission Against Corruption (ICAC), National Conferences and working with the Office of Local Government. The team also engage on a regular basis with the NSW Ombudsman.</p> <p>The City is currently working with the SSROC in line with the introduction of the revised Model Code of Conduct.</p>	On Track
Policy Reform		
Research, assess and make submissions on intergovernmental policy issues to NSW State and Federal Government where appropriate.	The City has continued to make submissions to the State and Federal Government on matters impacting the city, our workers, visitors and residents. Some of those have included submissions on the NSW Government's Discussion Paper on the circular economy and their Short Term Rental Accommodation Planning Framework, the WestConnex F6 Extension Stage 1 Environmental Impact Statement, the NSW Legislative Council's Standing Committee on Social Issues inquiry into Gay and Transgender hate crimes between 1970 and 2010, the Federal Government's Third Review of the Disability Standards for Accessible Public Transport 2002 (Transport Standards), and the Australian Building Codes Board Options Paper on Accessible Housing.	On Track

10.5 The community is engaged and active in shaping the future of the city.

Major Programs	Progress To Date	Status
Community engagement		
Deliver a high-value community engagement program, both face-to-face and online, to inform decision making, build capacity and develop a shared responsibility for actions with the community.	26 projects, plans and reports (not including DAs and planning proposals) were open for public comment over the past 6 months. 2112 submissions/feedback forms were received. The cycling strategy received the most number of submissions during this period. There were 966 attendees at 49 community and stakeholder events organised by the community consultation team. These included a local design character workshop for Kings Cross, playground design workshops with students from Bourke Street, Plunkett Street and Alexandria Park schools and a report-back community meeting on the Alexandria Local Traffic Management Plan. Engagement for the long term community strategic plan to 2050 commenced with 4 community sessions in Redfern, Glebe, Green Square and Darlinghurst and briefings of all the City's advisory panels.	On Track
Encourage online dialogue with the community about the City's operations, policies, projects and programs through Sydney Your Say and Content Hub.	Sydney Your Say consultation pages receive an average of 12,000 visits a month. The Sydney Your Say portal has been integrated into the City website for ease of navigation for users. The development of an online community research panel has commenced as part of Sustainable Sydney 2050 consultation. This will enhance the current Sydney Your Say enews which has 4,124 registered subscribers.	On Track
Deliver an engagement program to inform and collaborate with stakeholders to help progress the review of SS2030.	<p>The City has developed an engagement program to inform and collaborate with stakeholders to help progress the City's 2030 Vision through the delivery of events.</p> <p>In Q1 FY 2018/19, we have collaborated through the delivery of:</p> <ul style="list-style-type: none"> - Social Housing Meetings; Surry Hills, Waterloo, Woolloomooloo, Ultimo and Pyrmont – collaborated with Housing NSW, NSW Police and Family & Community Services. - 2 x Small Business Digital 101 Seminar series attended by small business owners looking to upskill in digital marketing and promotion. One seminar produced in collaboration with Instagram and one seminar about market opportunities for Sydney small business owners to promote and explore online opportunities to Chinese consumers. 	On Track

- Towards Carbon Positive Launch – produced in partnership with City Switch signatories.

In Q2 FY 2018/19, we have collaborated through the delivery of:

- Social Housing Meetings; Redfern, Glebe & Camperdown – collaborated with Housing NSW, NSW Police and Family & Community Services.
- Creating a Planning Pathway to Net Zero Buildings Workshop Series #2 – produced in partnership with Committee for Sydney, Green Building Council Australia, Greater Sydney Commission, Office of Environment and Heritage, Planning Institute Australia, Consult Australia, Australian Sustainable Built Environment Council, City of Parramatta, Property Council of Australia.
- International Education Provider Forum - produced in partnership with Study NSW.
- The Better Buildings Partnership partnered with the member organisations as part of the SS2050 Roundtable program. The City presented an overview of SS2050 plan
- CitySwitch National Awards - collaborated with national program partners including North Sydney Council and other national Councils. CitySwitch supports commercial office tenants to improve office energy and waste efficiency through the provision of a range of services, with the ultimate aim of achieving a 4 star or higher NABERS Energy rating to address carbon impact and support the business sectors' transition to a global low-carbon economy.
- Smart Green Apartments Awards - collaborated with apartment buildings to reduce greenhouse gas emissions and water consumption and improve waste management
- The final Small Business Digital Seminar Series event in 2018 was part of the Visiting Entrepreneur Program, produced by the City of Sydney in collaboration with event partners StartupAus and the University of Technology Sydney to deliver a free seminar to build the capacity of small businesses across our local government area. This program is supported by funding from the Australian Government's program for entrepreneurs and its national innovation and science agenda.

Commence a comprehensive review of Sustainable Sydney 2030, engaging the community in setting the future direction for our city.	Progress to date includes a review of 2030 outcomes and commencement of a research program to understand trends to 2050. Additionally, a community engagement plan has been developed for implementation throughout 2019 with the first four community meetings held in late 2018.	On Track
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Public access to information

Provide community information of new developments and/or changes in projects, programs and policies through the City's websites, social media channels and notifications.	Informing the community is at the heart of all our external communications activities. In December we worked to prepare media and communications materials for a wide range of projects, programs and policies including major events, upcoming facility launches and regular community services.	On Track
Provide community access to relevant information and data through the City's open data portal.	The open data portal now contains 35 datasets, with eleven additional open data requests prepared through the City's Open Data initiative.	On Track

10.6 Strategic partners and collaborators support the delivery of Sustainable Sydney 2030

Major Programs	Progress To Date	Status
Local and regional government partnerships		
Strengthen local and regional partnerships through consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community.	<p>The City has developed and strengthened local and regional partnerships throughout the first half of 2018/19. We have fostered partnership through Social Housing Meetings in Surry Hills, Waterloo, Woolloomooloo, Ultimo and Pyrmont, Redfern, Glebe and Camperdown – collaborating with Housing NSW, NSW Police and Community Services. We have held a Small Business Digital Seminar Series with Instagram and held the Towards Carbon Positive Launch in partnership with City Switch signatories.</p> <p>In partnership with the Committee for Sydney, Green Building Council Australia, Greater Sydney Commission, Office of Environment and Heritage, Planning Institute Australia, Consult Australia, Australian Sustainable Built Environment Council, City of Parramatta, and the Property Council of Australia, we held Creating a Planning Pathway to Net Zero Buildings Workshop Series #2.</p> <p>The International Education Provider Forum was produced in partnership with Study NSW.</p> <p>The final Small Business Digital Seminar Series event in 2018 was part of the Visiting Entrepreneur Program, produced by the City in collaboration with event partners StartupAus and the University of Technology Sydney to deliver a free seminar to build the capacity of small businesses across our local government area. This program is supported by funding from the Australian Government's program for entrepreneurs and its national innovation and science agenda.</p>	On Track
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 Council of Capital City Lord Mayors and the Greater Sydney Commission.	<p>The City continues to engage with the Greater Sydney Commission and the councils within the Central District following the release of the District Plan, as well as regular meetings with Ministers and Departmental representatives on issues and projects relevant to the City, such as schooling and transport. Meetings have also been held with relevant stakeholders in Local and State Government about the implementation of the Resilience Plan for Sydney which was launched in July 2018. The City also continues to participate in the Council of Capital City Lord Mayors, attending meetings with capital city counterparts on the night time economy, economic development and advocacy to the Federal Government.</p>	On Track
International partnerships		
Utilise the international partnerships programs to facilitate knowledge exchange and ensure the City benefits from the best and most current knowledge and processes to improve outcomes for the community and the area, including C40 and Rockefeller 100 Resilient Cities.	<p>The International Engagement Framework is currently under development.</p> <p>Grants:</p> <ul style="list-style-type: none">• Council approved financial support of \$90,000 over 3 years to support the Asia Insights Series aimed to equip Sydney businesses to become Asia-ready by developing skills, knowledge and networks, and unpacking the complexities of working with Asian countries.• Council is considering financial support of \$120,000 over 3 years to support the Global Sydney Talent Connect Program <p>Program/ Events:</p> <ul style="list-style-type: none">• The Sydney China Business Forum was attended by local and Chinese business, government and academia and attracted 240 attendees.• The City hosted a Global Sydney Program on 23 October 2018, in partnership with the Australian China Business Council and the University of Sydney's China Studies Centre.• The Sydney Landing Pad at Haymarket HQ was launched. The launch was attended by 50 attendees.	On Track

- The Virangana Project profiled Sydney as an innovative and connected City and resulted in the establishment of 3 businesses setting up in Sydney.
- The Global Sydney Investor Showcase, took 40 international decision makers from ASEAN and demonstrated Sydney's innovative approach to creating a smart and sustainable city.
- The sixth International Education Providers Forum was held on 13 November 2018. Over 340 stakeholders and 6 education sector partners participated in the forum.
- The City held a student employability round table to engage with international students. The event was attended by 30 representatives.

C40 and CNCA network:

The City of Sydney CEO and Sustainability Director attended the Global Climate Action Summit in San Francisco to discuss regions progress and strategies toward meeting carbon targets. The City's climate disclosure reporting under 'CDP Cities' continues to be recognised in the top cohort amongst 570 participating cities. The City also participates in C40 Clean Energy, Low Carbon Districts, Cool Cities, Green Economy and Private Buildings Efficiency networks. The City of Sydney has contributed to an international evaluation panel for Carbon Neutral Cities Alliance Innovation Grants and participated in annual meetings where leading cities exchange information.

10.S.1 Performance Measures

Major Projects	Completion Date	% Complete	Progress To Date	Status
Customer service				
Customer Service Management System			Stage 1 of the project is complete.	

Accountability and transparency

Key Performance Indicator	Unit	2016/17 Result	2017/18 Result	2018/19 Target	2018/19 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications Received	No	111	93	-	15	13	-	-	28	For the period July to December 2018 there was a 38% decline in s.41 applications. The decline may be due to the initiatives adopted mid-year aimed at advising prospective applicants as to whether or not the City requires an s.41 application as opposed to an Information Access (informal) request.	Indicator Only
GIPAA Informal Access Requests Received	No.	4,585	4,836	-	1,111	1,077	-	-	2,188	Information Access (informal) requests for the period were similar to previous years.	Indicator Only
Public Interest disclosures received	No	-	1	-	2	0	-	-	2		Indicator Only

Complaints processes												
Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Complaints upheld regarding breaches of the code of conduct by City Councillors (measured annually)	No.	-	-	-	-	-	-	-	-	-		Indicator Only
Complaints regarding corruption by City staff upheld (measured annually)	No	1	5	-	0	0	-	-	-			Indicator Only
Workforce												
Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Approved full time equivalent (FTE) establishment positions	No	1,922.93	1,940.07	-	1,960.87	1,959.27	-	-	-	1,959.27		Indicator Only
Vacancy rate (approved FTE positions)	%	7.55	9.22	-	8.28	7.43	-	-	-	7.86		Indicator Only
Lost time injuries	No	23	30	-	14	9	-	-	-	23		Indicator Only
Customer service												
Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Calls answered within 30 seconds	%	70.44	68.43	70	68.25	72.01	-	-	-	70.13		On Track
Calls completed at first contact	%	82	81.25	70	82	82.77	-	-	-	82.39		On Track
Customer requests received.	No.	158,485	166,443	-	41,348	44,023	-	-	-	85,371		Indicator Only
Customer requests actioned within agreed service standards.	%	97.86	93.75	95	90	91	-	-	-	90.5	Results are approaching the target. Performance monitoring is ongoing.	Watch
Number of customer contacts via Online Business Services (OBS)	No.	-	94,684	-	44,743	44,592	-	-	-	89,335		Indicator Only
Percentage of customer contacts via Online Business Services (OBS)	%	-	25.25	-	40	41.4	-	-	-	40.7		Indicator Only
Number of customer contacts by other channels (calls, counter)	No.	-	277,060	-	67,079	63,201	-	-	-	130,280		Indicator Only
Percentage of customer contacts by other channels (calls, counter)	%	-	74.5	-	60	58.6	-	-	-	59.3		Indicator Only