

City of Sydney – Operational Plan Report – Quarter 2 2021/22

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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 Programs	Progress To Date	Status
City Planning		
Conduct strategic studies and reviews to inform planning control amendments that protect and grow jobs in line with the Local Strategic Planning Statement.	The Central Sydney Planning Framework was finalised in November 2021 and implements planning controls for employment growth. Planning controls to protect and grow jobs have been exhibited for Botany Road Corridor, Oxford Street and North Alexandria and the Enterprise Area.	On Track
City Development		
Provide strategic input into State Government and major public or private development projects to ensure that public domain outcomes support public life, activation, and are integrated with surrounding areas.	The City has ongoing involvement, input and advocacy on public domain outcomes into state government led projects including Circular Quay, Central Station, Waterloo Estate, Metro station precincts, North Eveleigh precinct, Redfern Station upgrade, and Barangaroo Central including Hickson Road (the Hungry Mile). Major private development projects include AMP Circular Quay precinct, and Alfred and George Street Circular Quay. Public domain planning for Green Square and Ashmore Estate provide a co-ordinated and aligned public domain response for private developments across these precincts.	On Track
Service Delivery		
Deliver City Services to meet the needs of a Global City.	The City is continuing to adjust services in response to the impact of Covid-19 on both staff, operations, safety and business continuity. The strategic outlook will be reassessed once there is an understanding of what the full impact of the pandemic has been and there is a greater sense of what "Covid normal" looks like.	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>To support economic recovery and the hospitality sector, Council approved fee waivers to June 2022 and changes to the City's Outdoor Dining Guideline, streamlining the approval process and assisting over 370 businesses to access more space for outdoor dining on footways and in reallocated road space.</p> <p>In 2021 the City supported 26 grants to businesses to the value of \$485,120 under the Night Time Diversification and Live Performance Grant programs to increase the diversity of nightlife.</p> <p>Many recommendations made by the City were included in the Liquor Amendment (24-hour Economy) Bill 2020 and will strengthen the City's Open and Creative planning reforms, which are being finalised post public exhibition. These reforms will enable later trading shops and businesses, more small-scale cultural activities and better sound management for nightlife and live music venues, which will be important to the post-pandemic recovery.</p> <p>The City is a member of the 24-Hour Economy Advisory Group and is working closely with NSW Government to support delivery of the 24-Hour Economy Strategy.</p>	On Track

<p>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.</p>	<p>The City continues to work closely with the retail sector to support businesses recover through the impacts of the pandemic and reduced pedestrian activity in the CBD. We have provided regular updates and briefings to the sector to ensure they have awareness of access to business support, grants to drive activations and events, marketing and communications opportunities and general information relating to public health orders. We have promoted Christmas decorations, events and activations and provided a Black Friday retailing promotional platform to amplify retailer activations and events. The City has focused communications on building consumer confidence that coming to the city is a safe and enjoyable experience and highlighted opportunities to shop, dine, drink and engage across a variety of city experiences.</p>	<p>On Track</p>
<p>Implement priority projects and programs arising from the Tech Start Up Action Plan to support the growth of the tech start-up ecosystem.</p>	<p>The City sponsored UTS Startup Central, located on Broadway, to show people what technology-enabled entrepreneurs are doing, how they're doing it, who is doing it, and how the public can take their first steps as entrepreneurs. The Business Innovation Space (currently under construction at 182 George Street) project continued to progress. The space, named Greenhouse, will provide a desirable and affordable home to startups and scaleups focused on tech solutions to benefit the environment. The City has awarded an accommodation grant to Innovillage Pty Ltd to operate the space. The space will open in late 2022, bringing 3,800 sqm affordable space for tech startups and scaleups. The 10-year rental subsidy arrangement will help Greenhouse support the growth of the city's innovation economy in the long term. The City is also exploring the opportunity to launch the second iteration of the Sydney Landing Pad Program, in discussion with industry partners. In the last three years, this City-funded program has attracted 185 applications from 40 cities around the world with an average valuation of \$25million. To date, the program has created 13 jobs and achieved a return of investment of 2500% for the City of Sydney.</p>	<p>On Track</p>
<p>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.</p>	<p>Focus on support for Aboriginal and Torres Strait Islander business owners, employees and education success continues in line with the Eora Journey Economic Development Plan. The City's grants program attracted successful applications from Aboriginal and Torres Strait Islander owned businesses for matching grants for entrepreneurs, festival and events sponsorship grants for Tranby College and First Hand Solutions for an Indigenous Art Fair and knowledge exchange sponsorship for the Indigenous Entrepreneur Network to provide a report on Aboriginal and Torres Strait Islander Business Status. A social media campaign to promote local businesses during Indigenous Business Month in October raised awareness of the businesses and drove traffic to their own social media accounts. It received positive feedback from participating businesses and the audience.</p>	<p>On Track</p>
<p>Strategic research, analysis and knowledge sharing</p>		
<p>Collect data, undertake strategic analysis, and provide demographic and economic development information to industry, academia, government and business.</p>	<p>The 2021 Housing Audit, Residential Monitor, Commercial Development Monitor and Visitor Accommodation Monitor have all been completed and uploaded to the website for use by industry, academia, government and business. Data used to support Tech Central project, Redfern North Eveleigh project, Covid-19 Business Recovery Survey and IPART review on contributions.</p>	<p>On Track</p>

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 appropriate projects and programs to support the recovery of the International Education sector impacted by Covid-19.	<p>Currently there are just over 91,000 international students onshore in NSW while over 56,000 remain offshore, which equates to 38% of the international student population. In the last quarter, nine activities took place to support the recovery of the international education sector, including:</p> <ul style="list-style-type: none"> - At the StudyNSW virtual panel, 'Support for NSW International Students during Covid-19' the City's International Student and Leadership Ambassadors (ISLA) were panellists - A total of 201 international students participated in three events delivered by the City's ISLA team with 93% reporting increased skills and knowledge, 98% reporting increased connectedness and 92% reporting increased social wellbeing. The events were an Employment Panel, Cultural Fest event, and Aussie Culture 101, and they aim to help to build students' capacity to participate in the local community, increase their employability skills and cultural intelligence - The City's ISLA team continue to promote relevant international students services, support and volunteering opportunities to their relevant network such as Study NSW's Virtual Study Program, Surf Lifesaving Bilingual Water Safety Volunteer Program, My Legal Mate and Covid-19 information and welfare support - The City's ISLA team participated in the NSW Surf Lifesaving Information Hub consultation - The City's ISLA team participated in the Centre for Volunteering CALD Volunteer consultation to inform resource and policy development and implementation - At the ISANA International Education Association National Conference, 'Student partnerships – the future of international education through a student-led consultative approach', the City's ISLA team were panellists - In the Welcoming Cities resource, 'Putting out the Welcome Mat', the City's ISLA program was showcased as a case study to illustrate the benefits of engaging in learning and development to create pathways to further learning, employment, civic participation and self-empowerment. Putting out the Welcome Mat' is designed to assist local councils to develop successful plans, initiatives, policy documents and partnerships to advance welcoming work in local councils and communities. 	On Track
Affordable spaces - economic		
Manage the use of City owned properties as affordable space within the context of the City's economic action plans.	<p>The Business Innovation Space (currently under construction at 182 George Street) project continued to progress. The space, named Greenhouse, will provide a desirable and affordable home to startups and scaleups focused on tech solutions to benefit the environment. The City has awarded an accommodation grant to Innovillage Pty Ltd to operate the space. The space will open in late 2022, bringing 3,800 sqm affordable space for tech startups and scaleups. The 10-year rental subsidy arrangement will help Greenhouse support the growth of the city's innovation economy in the long term.</p>	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.	<p>The City continues to contribute to the development of the Tech Central Innovation Precinct through the Camperdown-Ultimo Collaboration Alliance.</p> <p>The City is also participating in the 3-year Western Harbour Precinct - Business Improvement District trial project which is underway.</p> <p>The City worked collaboratively with Investment NSW to organise the NSW-Guangdong Joint Economic Meeting which was held on 1-2 December 2021. This event marked the 35th anniversary of the Sydney-Guangzhou Sister City relationship and aims to unlock bilateral trade and investment outcomes and facilitate knowledge exchange for priority sectors in Australia and China.</p> <p>The City has been briefing stakeholders on our planned Reopening and Reactivation of Sydney, highlighting business support grants that are open to business to encourage the reactivation across our LGA. Stakeholders briefed have included Business Sydney, Property Council, American Express, Australian Retailers Association, Business Council of Australia. We have worked in collaboration with Office of 24 Hour Commissioner, DPIE, Treasury and other government agencies to ensure a coordinated effort.</p> <p>In the face of the pandemic, the City is working with multiple stakeholders to develop its new transitional economic strategy to support economic recovery and long term economic growth.</p>	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 appropriate major events that support the social and economic recovery of the city.	<p>Beginning in late October, the City began a program of roving entertainment in the CBD to activate the city and encourage visitation. This expanded into the villages in December. In late November, the City was further activated for Christmas with trees and decorations in the CBD and villages, accompanied by a program of roving costume performers and choirs throughout December in the CBD.</p> <p>On 31 December, the City produced Sydney New Year's Eve. Ticketing was introduced for all vantage points to manage pandemic requirements and specific messaging was developed encouraging patrons to visit local hospitality businesses on their way to see the fireworks to assist with business recovery. Final numbers at the event were significantly reduced due to the rapid increase in Covid-19 infections in the lead up to the event.</p>	On Track
Visitor Experience		
Implement priority projects and programs from the Tourism Action Plan that focus on destination development, destination management and destination marketing.	<p>The City continues to work closely with the tourism sector and Destination NSW to support the visitor economy. Regular communications and engagement with the sector takes place where we share opportunities to access business support, grants, participation in City produced major events and access to marketing communication channels.</p> <p>Destination marketing has been focused on promoting to local and national audiences building confidence that the city is a safe place to visit and enjoy over the summer months. The focus has been on promoting our major events including Christmas, New Years eve and other supported events including Sydney Festival and activations including Black Friday retailing events which attract visitors.</p> <p>Limited visitor services have been engaged due to the restricted border controls.</p> <p>Ongoing promotion of local businesses has continued through the shop local campaign.</p>	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 worked collaboratively with Investment NSW to organise the NSW-Guangdong Joint Economic Meeting (JEM) which was held on 1-2 December 2021. Held every two years, JEM aims to unlock bilateral trade and investment outcomes and facilitate knowledge exchange for priority sectors in Australia and China. The City presented on its work related to sustainable urban development.

The City has continued to work closely with Business Events Sydney to support the attraction and acquisition of domestic and international business events to Sydney, to drive value for the city and ensure the ongoing recovery of Sydney's business events sector. In the last six months, BESydney successfully secured seven global meetings and incentives expected to deliver 61,950 delegate days and an estimated direct expenditure of over \$44 million for the economy between 2022 and 2024. Moreover, two notable multi-year opportunities have been secured: Unbound ANZ (3-year period) and Impact X (2-year period). While meetings and incentives previously secured for Sydney continue to be affected by the ongoing impacts of Covid-19, there have only been four events cancelled and one withdrawn in this last six months, down from eight cancellations in the previous six months. Business confidence in the opportunity to hold events appears to be increasing.

On Track

Safety

Develop robust partnerships with emergency services, relevant agencies and the community to build capacity and resilience to prevent, respond and recover from emergencies.

The City continues to coordinate the activities of the Local Emergency Management Committee, including the response and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues.

On Track

Cleansing and waste

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

In Q2, the City collected 17,029 tonnes of residential and public domain waste. The total recycling component from recycling events and contractor streaming consisted of 182 tonnes of mattresses, 178.88 tonnes of whitegoods/metals, and 9.51 tonnes of E-waste.

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.

Most proactive inspection programs have been suspended since mid-June 2021 due to Covid-19 Public Health Orders and to protect staff safety. This includes;

- Boarding house/backpacker inspections
- Public swimming pool inspections
- Late night and licensed premises inspections

The retail food safety inspection program recommenced in Q2 once restrictions eased, with a focus on high risk premises. The City continued to undertake inspections in response to complaints where there was an imminent public, environmental, health or safety risk, or where there was a significant potential to cause harm to people or the environment.

Watch

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

In the first quarter of the year City Rangers spent over 13,961 hours in patrols to monitor legislative compliance and respond to customer complaints, including but not limited to Development Applications, companion animals, noise, litter and unlawful trading. A further 12,245 hours of patrols were conducted in Q2.

On Track

1.S.1 Performance Measures

City Development

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Commercial development approved	m2	275,036	196,792	-	86,850	79,605	-	-	166,455	Includes approval of Atlassian tower at Tech Central at 69,000m ²	Indicator Only
Commercial development completed	m2	141,594	95,829	-	85	34,899	-	-	34,984	Includes Equinox Data Centre in Alexandria at 19,400m ²	Indicator Only

Business Events Sydney

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Bids for business events submitted	No.	25	6	-	-	9	-	-	9	In the last 6 months, Business Events Sydney successfully secured seven global meetings and incentives for the city. These events are expected to deliver 61,950 delegate days to the city between 2022 and 2024, generating an estimated direct expenditure of over \$44m for the economy. Two notable multi-year opportunities have been secured, one of which, Unbound ANZ, has been secured for Sydney for three years. The other, Impact X, has also been secured for a two-year period.	Indicator Only
Events secured	No.	19	6	-	-	7	-	-	7		Indicator Only
Delegate numbers of events secured	No.	11,126	6,300	-	-	20,350	-	-	20,350		Indicator Only
Economic impact of events secured	\$M	41.4	25	-	-	44	-	-	44		Indicator Only
Delegate days of events secured	No.	43,696	25,950	-	-	61,950	-	-	61,950		Indicator Only

Support for the Economy and Business

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Grants approved by the City of Sydney including all commercial creative and business events and relevant knowledge exchange grants	\$ '000	739.76	425.3	-	118.21	166.78	-	-	284.99	In the first half of the year, 10 significant economic grants were approved by Council for a year-to-date total of \$284,990 in cash and value-in-kind. These projects were awarded through the City's Knowledge Exchange Sponsorships and include a research project led by the Indigenous Entrepreneur Network, Vibe Lab Asia Pacific's live music and hospitality sector roundtables, and a program to support women-led business by Springboard Enterprises.	Indicator Only
Grants approved by the City of Sydney for major events	\$ '000	5,662.4	5,664.43	-	209.52	312.28	-	-	521.8	In the first half of the year, the City supported three major events, City2Surf and Vogue American Express Fashion Night Out, and the Sydney Fringe Festival to a value of \$521,802 in cash and value-in-kind. Whilst Sydney Fringe Festival was cancelled due to the pandemic the grant was paid in full.	Indicator Only

Diverse and inclusive economy

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
City of Sydney suppliers who identify themselves as Aboriginal and Torres Strait Islander	No.	178	190	-	-	200	-	-	200		Indicator Only

International Students

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
International students studying in the City of Sydney LGA	No.	140,000	129,939	-	-	-	-	-	-		Indicator Only

2 A leading environmental performer

The City of Sydney has adopted ambitious targets for the reduction of greenhouse gas emissions, potable water use and waste to landfill.

We will work towards a sustainable future that mitigates environmental impact and adapts to a changing climate.

We also understand the importance of green space and urban biodiversity. We have developed comprehensive policies and clear targets to increase the urban canopy, biodiversity, waterway health and the physical greening of the city.

2.1 Greenhouse gas emissions are reduced across the city.		
Major Programs	Progress To Date	Status
Energy efficiency and renewables		
Leverage fleet analytics to drive a reduction in greenhouse gas emissions and set targets.	The City is continuing to improve data quality and update procedures to drive efficiencies across fleet operations and reduce emissions. Work is nearing completion on an upgrade of the fleet asset system and a strategy is being developed to focus on the increased uptake of more energy efficient vehicles.. Emissions across the fleet continue to fall.	On Track
Continue to identify and implement initiatives to facilitate the 50% renewable by 2030 target for the city.	The City continues to support the uptake of renewable energy through the Renewable Energy Help Centre, environmental grants program, and related initiatives. The NSW electricity grid is on track to be more than 60% renewable by 2030 in large part due to the NSW Government Electricity Infrastructure Roadmap.	On Track
Actively manage the replacement of conventional lights with LED lights for all public domain light types (street lights, parks etc.) in the city.	Stage one of the change-over of Ausgrid-owned residential street lighting to energy-efficient LEDs is substantially complete. Over 3,000 light fittings have been upgraded to LED. A reduction in the City's electrical consumption of approximately 750 MWh a year has been achieved, representing 2.5% of the City's grid electricity use. Stage two of the change-over of Ausgrid-owned street lighting to energy-efficient LED lights on main roads has commenced and is expected to be completed this financial year. Approximately 5000 light fittings will be upgraded to LED, and to date, 700 lights have been upgraded. The City is working closely with Ausgrid to review the inventory of lights, subject to upgrade, to mitigate the impacts of obtrusive lighting. This stage of the program will realise a significant reduction in the City's electrical consumption and greenhouse gas emissions of about 3000 MWh/year and 2,600 tCO2/year respectively.	On Track
Sustainable Planning		
Develop a pathway for the City's current planning controls to be strengthened over time to deliver net zero energy building standards.	The net zero energy planning proposal was approved by the Department of Planning, Industry and Environment to exhibit. The planning proposal was exhibited between 18 November and 17 December 2021. The controls will be reported back to council and the Central Sydney Planning Committee early in 2022.	On Track
Advocacy		
Advocate for higher BASIX targets for residential buildings.	The evidence base to identify higher BASIX targets for high rise development and improvements to the BASIX tool forms part of the City's Net Zero Performance Standards program. A submission will be made to the NSW Design and Place State Environment Planning Policy on targets and improvements to the BASIX tool.	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
Managing waste and resources				
Continue investigating opportunities to divert residential food waste from landfill.	2022	99	The food scraps recycling trial was concluded as a project at end October 2021. The City is continuing to provide the service to residents while the results of the trial are being analysed. In the meantime, additional apartment buildings will continue to be recruited into the scheme up to a total of 250 buildings (as per trial targets). Key results of the service to 31 December were: - A total of 851.60 tonnes of food scraps collected and recycled. - Almost 17,000 households with access to the food scraps recycling service across 211 apartment buildings and just over 1,000 houses. - A further 14 apartment buildings have provided strata committee approval to participate and will join the scheme in the coming months.	On Track

Major Programs	Progress To Date	Status
Sustainable Planning		
Review and update standard waste conditions to comply with new guidelines for waste management in new developments.		Not Yet Due To Report

Monitoring and reporting waste		
Improve monitoring, reporting and verification of waste data in City buildings, City construction sites and residential services.	The City is developing a single point of reference to view all waste data collection and reporting activities within the City of Sydney Council.	On Track

Managing waste and resources		
Implement the Resource Recovery Engagement Action Plan to reduce waste, recycle more and work with the community to reduce illegal dumping.	In Q2, 176 waste avoidance activities were delivered and 3,741 residents and/or visitors to the City were engaged to help raise awareness and provide education about recycling, food waste avoidance and safe alternatives to single use items. In October and for much of November, face to face engagement continued to be postponed due to public health restrictions and contactless outreach and engagement opportunities were provided for residents to help improve waste avoidance and recycling behaviours at home. Through the 'Ask A Waste Expert' online service, we responded to 169 questions from 91 residents on a range of topics and items. The doorstep recycling service continued to grow with 2,229 pickups from residents' homes in Q2 resulting in 6.9 tonnes of materials being recycled – the most since the service started. Other engagement and awareness activities undertaken included virtual recycling information sessions, an online session called 'DIY Christmas for People & Pets', pop-up stalls at Gunyama Park in Rosebery and Shannon Reserve in Surry Hills to promote safe alternatives to single use items and raise awareness about options for and safety of using reusable coffee cups. Students and teachers from 15 schools were engaged through remote learning resources to tackle single use plastics at home and in their schools, and to learn about waste avoidance methods and how to recycle right. In December, the program finished with a virtual end of year celebration and an awareness raising talk by a marine scientist on the extent of plastic pollution in the oceans and the negative effects on marine life with participation certificates delivered to students. To celebrate National Recycling Week in November, we delivered 5 recycling masterclasses and 1 recycling essentials class online and in-person for our Mandarin speaking community. A total of 265 people attended the	On Track

sessions. A contactless Recycle It Saturday event was also held in November where 636 people dropped off 14 tonnes of materials for recycling. The most popular items dropped off were electronics, textiles, paint and polystyrene. The City supported the Garage Sale Trail to the community to encourage local reuse. 51 sales were registered in our local area, 129 people registered for a trail tutorial with over 2,000 people participated as a seller or shopper. 14,539kg of items were sold, 30% of which would have otherwise gone to landfill (over 4 tonnes). Combined, local sellers made \$21,937 from selling their preloved goods.

Management and compliance

Conduct targeted patrols in the public domain to address illegal dumping, discarded cigarette butts, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act.	In the first quarter 912 patrol hours were conducted and five notices were issued. In quarter 2 a further 948 patrol hours were conducted with 12 notices being issued.	On Track
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Advocacy

Advocate for state allocation of appropriate land resources to waste treatment, improved waste data, expanded product stewardship, maintaining landfill levy.	In collaboration with regional organisations of councils, industry peak bodies and state and federal government the City is actively advocating for expansion of product stewardship for textiles and e-waste. A regional textiles working group has recently commenced with South Sydney Regional Organisation of Councils (SSROC). In collaboration with SSROC the City contributed to the December submission to federal government 2022-23 Ministers Product Stewardship priority list.	On Track
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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.	2022	83	The Green Square town centre water recycling scheme is in operation. Production of recycled water is increasing as more apartments within the Green Square Town Centre come online. Further installation of the last piece of reticulation infrastructure is pending. Additional pipeline has been requested for additional developments. Recycled water pipes are installed for future use along the light rail route in George Street and Wynyard Walk. An Expression of Interest has gone to market and is expected to close in Feb 2022. Sydney Park Water Reuse relocation and upgrade completed construction and is in operation. Erskineville Water Reuse system is under investigation.	On Track

Major Programs	Progress To Date	Status
Sustainable Planning		
Investigate opportunities for development to use water efficiently and improve the health of waterways through changes to the planning controls in line with the Local Strategic Planning Statement.	A NABERS Water control for non-residential buildings will be developed as part of the update to the Local Environment Plan and Development Control Plan. A review of Water Sensitive Urban Design planning controls is programmed for FY21/22.	On Track

Advocacy

Advocate for urban renewal areas to meet world's best practice environmental standards.	Advocacy has continued to NSW Government for environmental outcomes aligned to City targets in the following renewal projects: Waterloo Estate; Redfern North Eveleigh; Central Station.	On Track
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Stormwater quality / waterway health

Implement and renew vegetated and other stormwater systems to clean stormwater discharged to waterways.

Gross pollutant traps will continue to be added to the City's stormwater drainage network to assist in achieving stormwater quality improvement targets for receiving waterways.

On Track

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

Major Programs

Progress To Date

Status

Commercial office engagement

Implement priority projects, programs and advocacy arising from the City's Sydney's Sustainable Office Plan.

Action is delivered through the flagship programs of the Better Buildings Partnership (BBP) and CitySwitch Green Office. The focus for both these programs over the past six months has been annual reporting. Preliminary results indicate a combined carbon emissions savings of 366,496 tonnes CO2. The Phase 3 workplan for BBP progressed with meetings of the three working groups who will be driving sector projects on Circular Economy, Climate Positive and Resilience and Reconciliation. The CitySwitch Transformation project also progressed with collaboration with City of Melbourne and national partners to drive the project with signatories and stakeholders.

On Track

Business engagement (non-office based)

Implement priority projects, programs and advocacy arising from the City's Making Sydney a Sustainable Destination Plan.

Actions to deliver the Making Sydney a Sustainable Destination Plan included a leadership panel meeting of the Sustainable Destination Partnership as well as commencement of annual reporting. Preliminary results indicate an annual emissions reduction of 26,392 tonnes of CO2. Results from Sydney's participation on the Global Sustainable Destination Index were received and Sydney dropped rank to number 15. The drop in ranking is largely attributed to an increase in the number of destinations participating, making it more competitive, and also ability to progress actions in the Making Sydney a Sustainable Destination Plan in a sector that has been significantly impacted by Covid-19. Grants continued to be managed with the accommodation and entertainment sector to activate building efficiency upgrades. Connections between the sector and Sydney Water's WaterFix Commercial program were also made to support water saving opportunities.

On Track

Residential Engagement

Implement priority projects, programs and advocacy arising from the City's Residential Apartment Sustainability Plan.

Smart Green Apartments (SGA) program has reduced emissions by 27,030 tCO2e saving owners corporations \$3.91 million. A total of 18 new ratings grants were awarded to owners corporations in Round 2 to do NABERS ratings and sustainability action plans. The Strata Sustainability Reference Group, held in November, focused on sustainability and resilience for high density communities. To date, the City has supported 119 apartment buildings to get a NABERS rating with six procuring GreenPower. 22 SGA buildings and 31 grant buildings are participating in the City's food scraps recycling trial. Our monthly e-news was sent to 3,111 subscribers. The City continued to advocate for improved minimum environmental standards for apartment buildings.

On Track

Provision of grants and other cross sector support

Continue to support the community's adoption of renewable energy in line with the City's 50% renewable electricity by 2030 target.

There are 19.0 MW of rooftop solar installed in the LGA, an increase of 700 kW over the last three months. The City has continued to encourage renewables uptake through the grants programs. Sydney Solar Villages is a series of solar information nights that was launched through a Knowledge Exchange grant. The first session in October saw attendance of 26 residents, with at least two attendees proceeding to the solar installation phase. The Ultimo Solar Roadmap was delivered in October through our innovation grants program, as a partnership between Pingala and Sustainable Ultimo. The roadmap identified a range of solar solutions to fit Ultimo's diverse community and provides multiple entry points to suit different needs.

On Track

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	80	The level of solar PV panels on City rooftops has reached about 2,300 kW, generating over 3,000 MWh of clean energy a year. This figure is inclusive of the recently completed Perry Park Stage 2, which has now passed inspection by Ausgrid. The next major PV installation will be at the City's Huntley St building. Originally this was planned for the last quarter of FY 22, but it is now more likely that work will take place in FY23. The project's financial forecasts have been adjusted accordingly.	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.	All targets are now being tracked through the Sustainability Management and Reporting Tool (SMART) system (City operations) or the CCAP system (local government area).			On Track
Continuously improve the systems, processes and organisational capability for managing utilities and other sustainability metrics within City-owned assets.	Environment reporting system has identified significant sustainability related opportunities. Corrective actions on these opportunities has resulted in improved energy and water performance over previous quarter.			On Track
Capital Projects				
Assess environmentally sustainable opportunities for incorporation into designs and technical specifications (including water sensitive urban design, stormwater management, public lighting, roads and pavement).				Not Yet Due To Report
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 under the Major Properties Efficiency Project (MPEP).	Viable initiatives within MPEP Program now complete. Team developing Asset Net Zero framework to drive energy and water efficiency at the City's most resource intensive sites.			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.	New waste signage throughout City buildings was implemented in late 2021. Working on a corporate communications program to increase waste education in 2022.			On Track
Manage and analyse new energy efficient fuel options for the City's light and heavy vehicle fleets to encourage low emission driving behaviour and reduce CO2 emissions.	To assist with both fuel consumption reduction and emission reduction the City has now completed the installation of vehicle telematics and is in the process of the development of customer reports and dashboard data to assist with the effective maintenance and management of the fleet. The City's first fully electric commercial vehicle has been deployed as part of a strategy to expand electric vehicle numbers. This vehicle is being trialled and assessed over the coming 12 months to assist and inform future purchasing decisions. Further electric (or low emissions) alternatives to other plant and equipment are being progressed via procurement.			On Track

Procurement, grant assessment & contract management

Implement Social and Sustainable Procurement Guidelines, Supplier Code of Conduct, Returnable Schedule on selected procurement activities – major construction materials, consumables, major contract, event management and supplier due diligence.	The Procurement guidelines, the Supplier Code of Conduct and the inclusion of sustainability considerations in selected tender returnable schedules is being continuously monitored for effectiveness.	On Track
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2.6 The extent and quality of urban canopy cover, landscaping and city greening is maximised.

Major Programs	Progress To Date	Status
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City Farm

Continue City Farm operations.	City Farm education has continued online. In the past three months 7 webinars were held, attracting 200 attendees. Face-to-face education programs are scheduled to recommence in 2022. Supervised volunteer programs resumed at the farm in December 2021 after the program pause due to Covid-19 public health orders. Planning is underway for installation of a shade sail at the farm in early 2022.	On Track
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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 currently supports 23 community gardens, including two footpath verge gardens and three active Landcare groups which engage over 850 community volunteers. The City encourages gardens to become high functioning self-managed groups and assists groups through access to grants and donation of materials and plants, including sourcing native plants from a local Indigenous nursery. A new garden group has formed at Elger Street, Glebe and community engagement is progressing with a group of interested residents to establish a community garden at The Western Block, Lyons Road, Camperdown.	On Track
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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. At end December 2021, a total of 199 street trees and five park trees have been planted. Substantial planning work is underway to deliver the iconic park tree planting project works in autumn. Ongoing delivery of inroad planting projects continues, with work completed in Bunn Street Ultimo, and designed and planned for Crystal Street Plaza, Purkis Street Camperdown and Chelsea Street Redfern.	On Track
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Urban Ecology

Continue to expand, improve and protect bush regeneration areas in the City's parks and open spaces.	Core bush restoration sites continue to be maintained to improve habitat value for flora and fauna. A 12-month project to control herbaceous weeds, install jute matting for weed and erosion control and planting of wetland 4 in Sydney Park was completed in October, with a total of 1,500 plants installed over the course of the project. Overall, 3,801 plants were installed in bush restoration areas over the past three months.	On Track
Monitor the diversity, number and distribution of priority fauna species reported on the local government area.	Formal fauna and flora surveys are due to commence in 2022 to assess any changes over the last 10 years in line with the Urban Ecology Strategic Action Plan. The online fauna database continues to be upgraded. The database will aim to display community sightings on the City's website.	On Track

Greening Sydney Plan

Continue to deliver the public domain landscaping program.	In the financial year to date, 5,091 m2 of new and refurbished greening has been completed, with 534 m2 completed for the month of December. Significant projects include Gipps Street and Union Street, Pyrmont; Tudor Street, Surry Hills and Cook Road, Centennial Park.	On Track
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Deliver Living Colour floral displays throughout the city during spring and summer.	Spring hanging basket and greenwall displays began mid-September for an eight week period. Displays continue along the Light Rail corridor on George and Alfred Streets. Greening has also been provided on Pitt and George Streets as well as Thomas Street for alfresco dining. The Christmas display was installed to complement tree installations from November through December. The Summer display installation commences in January 2022 for an eight week period. Concept development has commenced for the 2023/2024 display.	On Track
Finalise the review of the Greening Sydney Plan, with the adoption of the Greening Sydney Strategy 2030 and commence implementation.	The Greening Sydney Strategy was adopted by Council on 26 July 2021. work has commenced on operationalising the strategy. The review of the Urban Forest Strategy and Street Tree Master Plan has commenced.	On Track

Parks Water Savings Action Plan

Improve water efficiency at the City's parks through efficiency measures and changes in management practices.	Efficiency measures continue to be implemented: <ul style="list-style-type: none"> - Consistent and timely investigation of changes in water use, including the use of interval, real time water data being provided by the Organisation Wide Metering Project - Automatic wet weather shut off for irrigation systems - Recycled water being used from Sydney Park for park irrigation and water truck filling - New parks water recycling contract delivering improvements in asset management approach and greater visibility and transparency over recycled water data. 	On Track
Identify opportunities to connect parks to recycled or alternative water sources.	A review of opportunities to connect parks to recycled or alternative water sources has been completed. Investigation of a combined water re-use scheme to serve Erskineville Oval, Harry Noble Reserve and Solander Park is in development phase. Opportunities were identified at Rushcutters Bay Park, Redfern Oval and Park, Victoria Park, Wentworth Park. The following parks are proposed to be connected to the future CBD recycled water network: Hyde Park, Belmore Park, Prince Alfred Park, and Observatory Hill.	On Track

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		
Advocate for improvements to the national construction code.	The City has representatives on Australian Sustainability Building Environment Council (ASBEC) working groups meetings including the Compliance Working Group, Building Codes Task Group and the Nationwide House Energy Rating Scheme (NatHERS) National Stakeholders Consultative Group (NSCG). These groups, and the City, provide input to inform the National Construction Code update in 2022.	On Track
Extreme weather events		
Develop plans with emergency services, relevant agencies, and the community to build capacity to prepare for, respond, and recover from extreme weather events.	The City continues to coordinate the activities of the Local Emergency Management Committee, including the response and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues. Plans include: <ul style="list-style-type: none"> - Revised Local Emergency Management Plan 2021. - Heatwave, Severe Weather (Storm) - Consequence Management Guides. 	On Track
Urban heat island effect and flooding risk mitigation		
Continue research and trials in monitoring and reducing the urban heat island effect.	20 of 21 sensors to measure urban heat and air quality around the city centre have now been installed.	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.	The City adopted the interim floodplain management policy in May 2014. Since then the policy is being implemented through the development approval process. This policy along with the Development Control Plan (DCP) and LEP are being reviewed to ensure compliance with the current amendment to the planning regulations. The City continues to work collaboratively with asset owners and developers with regards to ensuring that flood risks are appropriately managed.	On Track

2.S.1 Performance Measures

Greenhouse gas emissions

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total greenhouse gas emissions for City of Sydney operations	Tonnes CO2	36,459	12,782	-	-	-	-	-	-	Reported annually in June	Indicator Only
Reduction in total greenhouse gas emissions for City of Sydney operations from 2006 baseline of 52,972 tCO2e. Target 80% reduction by 2025	%	-	-	-	-	-	-	-	-	Reported annually in June	
Total greenhouse gas emissions for the City of Sydney local government area (includes emissions from electricity, gas, refrigerants, transport and waste)	Tonnes CO2	4,275,807	-	-	-	-	-	-	-	Reported annually in June	Indicator Only
Reduction in total greenhouse gas emissions for City of Sydney local government area from 2006 baseline of 5,815,521 tCO2e. Target 70% reduction by 2030 & net zero emissions by 2035	%	26.48	-	-	-	-	-	-	-	Reported annually in June	Indicator Only
Percentage of electricity demand in NSW met by renewable sources. Target of 50% by 2030	%	16.1	20.5	-	-	-	-	-	-	Reported annually in June	Indicator Only

Water Usage and Stormwater

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Potable water use from City operations. Target reduction from 2006 baseline of 431,000 kL	kL	378,360	334,528	-	-	-	-	-	-	Reported annually in June	Indicator Only
City of Sydney local government area residential potable water use per person per day. Target of 170 litres by 2030	kL	-	-	-	-	-	-	-	-	New measure. To be reported annually in June	
Reduction in City of Sydney local government area non-residential potable water use from 2019 baseline of 2.32 litres/sqm/day. Target 10% reduction by 2030	%	-	-	-	-	-	-	-	-	New measure. To be reported annually in June	

Waste - Local Government Area

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total residential waste collected	Tonnes	68,809.01	69,445.73	-	18,850.27	17,882.22	-	-	36,732.49	The total amount of residential waste collected is lower than the previous quarter but slightly higher than the same time last year.	Indicator Only
Total residential waste collected per capita	Kg/Capita	286.29	281.9	-	76.52	72.59	-	-	149.11	The amount of waste generated per capita has reduced since last quarter however it is slightly higher than the same time last year.	Indicator Only
Reduction in total residential waste collected per capita from 2015 baseline of 336.74 kg/capita. Target 15% reduction by 2030	%	-	-	-	9	14	-	-	14	There has been a 14% reduction in total waste collected per capita from the 2015 baseline.	Indicator Only
Percentage of source separated recycling of total residential waste. Target 35% by 2025	%	26.57	27.67	-	27.36	27.58	-	-	27.47	The percentage of material that is source separated for recycling by residents is slightly higher than last quarter.	Indicator Only
Percentage diversion from landfill of residential waste. Target 70% by 2025 and 90% by 2030	%	-	-	-	45.16	45.81	-	-	45.81	The percentage of residential waste diverted from landfill has increased slightly since last quarter. Overall diversion rate is limited by bans on organic waste being processed from the red-lid bin at alternate waste treatment facilities.	Indicator Only

Sustainable management of waste and resources

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total waste collected from City managed properties including aquatic centres	Tonnes	816.38	880.04	-	125.23	191.54	-	-	316.77		Indicator Only
Reduction in total waste collected from City managed properties including aquatic centres from 2019 baseline. Baseline 2019 data – 945 tonnes. Target 15% reduction by 2025	%	-	-	-	-	-	-	-	-	New measure. To be reported annually in June	
Resource recovery of waste from the City's parks, streets and public places. Target 50% by 2025	%	46	52	-	-	-	-	-	-	Reported annually in June	Indicator Only
Percentage diversion from landfill of waste from City managed properties including aquatic centres. Target 90% by 2030	%	-	-	-	92.8	93	-	-	93		Indicator Only
Percentage of source separated recycling of waste from City managed properties including aquatic centres. Target 50% reduction by 2025	%	-	-	-	48	50	-	-	50		Indicator Only

Greening Sydney

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New plants planted in City parks and street gardens	No.	78,725	106,383	50,000	18,007	15,537	-	-	33,544	Key planting sites include: * Harmony Park * Fitzroy Gardens * Springfield Gardens * Oatley Road Playground * Ward Park * Nuffield Park * Crown Park * Sydney Park * Streetscapes - Booth Street, Harris Street, Bunn Street, Gordon Street, Henderson Road, Prince Albert Street, Gipps Street, Todor Street, Union Street, Cooks Road * Bush regeneration sites	On Track
New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	8,272	11,080	7,500	3,088	2,003	-	-	5,091	Significant projects include Gipps and Bunn Street, Pyrmont; Henderson Road, Alexandria; Prince Albert Street, Sydney and Tudor Street, Surry Hills.	On Track
Indigenous bird species observed from community and/or formal surveys. Target to maintain or increase numbers. Baseline 2009/10 data - 63 species.	No.	68	-	-	-	-	-	-	-	Reported annually in June	Indicator Only
Extent of locally-indigenous bushland	ha	12.9	12.9	13.5	-	-	-	-	-	Reported annually in June	Indicator Only

Environmental Grants

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Environmental grants approved by the City of Sydney	\$ '000	1,135.2	1,018.74	-	481.48	478.62	-	-	960.1	In the first half of the year, 51 Environmental grants were approved by Council for a year to date total of \$960,103 in cash. These projects were awarded through the City's Environmental Performance - Ratings & Assessment and Innovation programs, and the Knowledge Exchange Sponsorship Program. This includes support for Good360's retail surplus Pop-up Shop and Seabin's Smart Cities, Cleaner Ocean program.	Indicator Only

3 Integrated transport for a connected city

Quality transport will be a major driver to sustainability, amenity, ease of mobility and the economic competitiveness of our city – 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		
Work with the State Government transport cluster to ensure all traffic and transport related proposals in Central Sydney comply with policies such as the Sydney City Centre Access Strategy, Movement and Place, and Central Sydney on-street parking policy.	The City is working with Transport for NSW to develop and implement a City Centre Action Plan, which has been informed by the City Centre Access Strategy (2013) and Movement and Place. The City is also currently partnering with TfNSW to prepare an update to the City Centre Access Strategy. This document will be guided by Future Transport 2056 and other State policies and by the work coming from the 2050 technical studies.	On Track
Advocacy		
Work with the State Government and other stakeholders to develop Future Transport projects for Sydney to increase public transport accessibility and capacity to and within the City of Sydney, including planning for Metro West and new Metro initiatives.	The City continues to prosecute the case for this early Metro West extension via projects such as the Transport for NSW Tech Central (Camperdown Ultimo) Place-Based Transport Strategy. This Strategy is believed ready for release, however changes to Ministerial arrangements may delay this.	On Track
Partnership		
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.	The City is continuing to work with the taxi industry and state government to review taxi rank locations. This occurs through the Transport for NSW run Late Night Transport working group. This is also part of the City Centre Action Plan and will be included in the Strategy for Streets.	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>Transport for NSW (TfNSW) is currently preparing its submissions report on the Sydney Park Junction (formerly King Street Gateway) Review of Environmental Factors which was placed on exhibition in September 2021. Submitters strongly support the project, except for the proposal to remove the right turn ban from Mitchell Road into Sydney Park Road. Some submitters from the Inner West Council's LGA do not support the proposal to ban right turns from King Street into May Street. The City has accepted TfNSW's proposal to allow right turns from Mitchell into Sydney Park Road and supports TfNSW's proposal to ban right turns from King Street into May Street to ensure the benefits of the Sydney Park Junction project can be achieved.</p> <p>Metro City & Southwest - the City is continuing to work through outstanding matters, including trimming and removal of trees, and bollards.</p> <p>Metro West 'Environmental Impact Statement (EIS) (2) Station Excavation and tunnelling - The Bays to Sydney CBD' was placed on exhibition in November 2021. The City prepared a submission with input from across council and is now awaiting the release of EIS (3) in the first quarter of 2022. EIS (3) will cover the stations within the City's CBD. The City is also determining how best to work with TfNSW and Metro to ensure the best outcomes for the people of Sydney from the Metro West project.</p>	On Track

Advocacy

Work with the State Government to ensure understanding of transport implications of development in the city area.	The City works closely with TfNSW and other state agencies via the Central Sydney Traffic and Transport Committee for all major developments in the City Centre. We are also working closely on the strategies at a precinct level, including Tech Central, Pyrmont Place Strategy and Strategy for Streets.	On Track
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Parking

Continue to implement the neighbourhood parking policy and review the policy at appropriate intervals.	The Policy continues to be implemented. A review of the policy is being initiated for Council consideration in 2021/22.	On Track
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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 continues to work with the NSW Government on developing new and innovative solutions to freight and servicing, including participation in workshops by Transport for NSW on the development of Delivery Servicing Plan material and guidance specific for NSW urban centre. The City also continues to work with the NSW Government through a monthly working group.	On Track
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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 WestConnex and Metro. The Sydney Park Junction project has undergone public consultation and the City is strongly pressing to ensure implementation. The City and Inner West Council collaborated closely on the NSW Government Tech Central Transport Strategy. Key initiatives such as proposed roadspace reallocation on Broadway/Parramatta Road straddle the council boundary.	On Track
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Technology

Partner with the State Government to facilitate innovation in transport management, ensuring technology assists in achieving agreed urban and transport outcomes.	The City continues to strengthen its strategic approach to the electrification of transport in the City. This will include significant collaboration with the NSW Government, given its own Electric Vehicles Strategy. Media reports suggest a trial of electric scooters could occur in 2022. However recent changes to the transport portfolio responsibilities may impact on the relative support for any trial.	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
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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 TfNSW and the Centre for Roads Safety under the Roads Safety Partnership to deliver traffic calming devices and help reduce speeds within the Council area.	On Track
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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 is currently working with Transport for NSW to apply 40km/h speed limits on all roads within the Local Government Area. The City has received a grant of \$100,000 towards signage and 40km/h implementation.	On Track
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Road safety partnerships

Continue to build relationships with Transport for New South Wales through the local government road safety program to improve road safety within the LGA.

The City continues to work closely with Transport for NSW (TfNSW) to improve road safety outcomes. Our Speed Reduction Action Plan and Local Government Road Safety Program complement our business as usual working relationships with TfNSW.

On Track

Manage amenity

Manage the scheduling of waste collection services to ensure the least disruption to the community.

The City worked with Cleanaway to manage waste collection disruptions associated with the Covid-19 impact on staffing levels from infections and close contacts. Clean-up and garden organics collections experienced some delays. However, Cleanaway has delivered services with sourcing staff from agencies, other depots and working on weekends.

On Track

Community programs

Facilitate a range of road safety education programs for the community.

The 2021/22 Local Government Road Safety Program is under way and will facilitate a range of road safety programs. Programs include Learning to Drive, Seniors Road Safety, Motorcycle Safety, Pedestrian Safety and Child Restraint Checks.

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 George Street pedestrianisation.

Following the completion of the light rail project, the City has been working with TfNSW and the light rail operator to extend the pedestrian boulevard from Bathurst Street to Railway Square. Construction is largely complete from Bathurst to Ultimo Road, with the remainder to be completed by the end of 2022.

On Track

Behavioural

Advocate for measures aimed at increasing the use of public transport, walking and cycling along major corridors to the city, while enhancing the amenity and safety of the places along the corridors.

Council has requested the Lord Mayor write to the Minister for Transport and Roads seeking Metro West extension by 2030/31. The priority station is Zetland, which would significantly increase capacity in the City Centre-Green Square-Airport corridor, including Botany Road. The City continues to advocate for Light Rail / Trackless Tram / Zero Emission Buses between Green Square and the City Centre (using the Eastern Transit Corridor). Designs for Oxford Street cycleway are being developed. The City is advocating for major change to Broadway as part of the Camperdown Ultimo Transport Strategy, being developed by Transport for NSW. A key aspect is a public transport system incorporating reallocated road space on Parramatta road when West Connex opens in 2024. The City expects the draft Strategy will be presented to the Minister for Transport and Roads in late 2021.

On Track

3.5 Transport services and infrastructure are accessible.

Major Programs	Progress To Date	Status
Parking		
Manage the demand for parking 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 our diverse community are considered in the public domain master planning for transport and urban growth projects.	The City is advocating for high quality and co-ordinated public domain outcomes for metro station precincts, Central Station planning and Redfern Station upgrade. Advocacy and input into major state government development projects including Blackwattle Bay, Waterloo Estate, Barangaroo Central/Hickson Road and North Eveleigh is ongoing. Prime objective is to ensure a high quality, accessible public domain to allow people to walk and cycle to public transport and other destinations including home, work and recreation.	On Track
Transport infrastructure		
Advocate to ensure public infrastructure meets the needs of users.	Planning for the Metro West Pymont and Hunter Street Stations continues, to meet the needs of customers, and people living or working around the future stations. Redfern Station Southern Concourse is well advanced. The City continues to strongly represent the needs of rail passengers, but also those of the residents in nearby affected streets.	On Track

3.S.1 Performance Measures

Parking and road management

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Car share bookings	No.	239,637	283,782	-	-	149,204	-	-	149,204	Around a 6% increase from first half of the (calendar) year. Slight increase from comparable reporting period last year. Factors leading to increase could encompass (a) increases in activity as Covid-19 restrictions eased, in context of ongoing community concerns about using public transport; (b) impact of people reducing private car ownership due to financial hardship. The frequency for reporting has changed from quarterly to biannual.	Indicator Only
Residents who are members of car share schemes	No.	52,529	58,542	-	-	62,535	-	-	62,535	This result is based on three providers. One provider was unable to provide data so City assumed resident member numbers based on last quarter numbers.	Indicator Only
Resident drivers who are members of car share schemes	%	40.7	44.9	-	-	48	-	-	48	7% increase in number of resident members since previous quarter	Indicator Only
Length of streets across the local government area with a speed limit of 40km/h or less	Km	271.59	295.4	-	328.82	328.82	-	-	328.82	Speed limits on all local roads in Woolloomooloo, Potts Point, Elizabeth Bay and Rushcutters Bay were reduced from 50km/h to 40km/h in July 2021.	Indicator Only

Roads maintenance

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Road renewed/treated program	m2	29,021	34,273	20,000	0	13,827	-	-	13,827		On Track

Traffic calming

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Transport-related projects (footpath widening, traffic calming measures, intersection upgrades, etc.) delivered as part of the City's Pedestrian, Cycling and Traffic Calming plans	No.	6	10	10	0	11	-	-	11	Annual target achieved.	On Track

4 A city for walking and cycling

A safe, comfortable 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	91	Construction of separated cycleway upgrades in Bowden Street, Mandible Street and Bourke Road, Alexandria are complete. Preparations are underway for delivery of pop-up cycleway improvements on Moore Park Road and Fitzroy Street.	On Track
Major Programs	Progress To Date			Status
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.	The 2021/22 Central Business District Streetscape Improvement program includes the installation of 13 Smartpoles and LED lighting across sections of Kent, Castlereagh and Sussex Streets, 11 Smartpole traffic signal upgrades and LED lighting in Druitt Street, and installation of granite paving in sections of Pitt and Goulburn Streets.			On Track
Cycling				
Complete the City's high priority regional routes, with separated cycleways where possible.	Construction of several sections of the high-priority regional cycling network will start in the second half of this financial year, including King St, College St and Pitt St in the City Centre. Start of construction is planned for several other regional network segments in FY23, including Castlereagh St, Liverpool St and Oxford St. The network local and regional designations have been updated for some routes to reflect agreed changes with TfNSW and quality assurance review of network data is underway to correct redundant line data and other data errors. These changes will affect the percentage complete figures reported in the future.			On Track
Partnerships				
Work with neighbouring councils, state and federal governments to implement the Inner Sydney Regional Bike network.	As TfNSW has decided not to progress the NSW Principal Bicycle Network and the Final Business Case, the City met with TfNSW to discuss our priority cycleway projects in and into our council area. The City also met with Infrastructure Australia to ensure the Inner Sydney Regional Bike Network project would remain on the National Infrastructure Priority List.			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.	Work is in progress to implement actions associated with the Liveable Green Network, including footpath renewals and upgrades, pedestrian access improvements, cycling facilities, the rollout of an upgraded street furniture suite, pedestrian lighting works and the addition of green space along our streets as part of these programs.			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, and Liveable Green Network routes throughout the local government area.	The City has continued to advocate for pedestrian priority in the city centre via the City Centre Action Plan and is working with the new role of a pedestrian manager at Transport for NSW. This includes reduced waiting times, improved space and improved quality of the public domain for people walking. Improving priority for pedestrians is also one of the draft outcomes as part of the Strategy for Streets work we are undertaking in collaboration with Transport for NSW.	On Track
Cycling - city centre		
Advocate to the State Government to complete the City Centre Access Strategy cycleway network.	Very constructive collaboration with TfNSW resulted in significant progress on implementing city centre cycleways. TfNSW has given Approval in Principle for a cycleway on King Street between Pitt and Phillip Streets and for an improved design for a permanent cycleway along the northern side of Oxford Street between Taylor Square and Hyde Park. Cycleway connections were completed in August on Liverpool Street between Sussex Street and Darling Harbour, and in September on Chalmers Street between Central station and Prince Alfred Park.	On Track
Partnerships		
Collaborate with the State Government to implement the George Street south pedestrianisation project.	Construction between Bathurst Street and Rawson Place is now largely complete. Traffic modelling for the George / Pitt / Lee intersection is underway at the request of TfNSW. Following their review of this modelling, we will be able to finalise our design documentation and proceed with construction of the final section between Rawson Place and Pitt Street.	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 of walking and cycling.	In response to the strong interest in riding with children currently, the City ran a "Riding with kids" social media campaign, to give parents tips on riding safely with children and information on the road rules and safe route choice. The campaign was seen by 58,000 people and resulted in over 2,000 clicks through to the resources to support families to ride safely.	On Track
Walking and cycling for leisure		
Lead and/or support events celebrating and focusing on walking and cycling. Promote attractive routes and open spaces.	Due to Covid-19 health restrictions, no events have been run since July, except for some guided rides and open air bike maintenance workshops just lately as restrictions eased.	On Track
Monitor		
Monitor walking and cycling participation and trips, attitudes and safety.	The peak hour count of bike trips in October 2021 showed a further 10% fall in bike trips at peak (ie commute) times since October 2020 as commutes continue to be impacted by Covid-19. However, permanent counters show high use at other times of the day, as more people use bikes for other local trips. To spread the news on the increases in walking and cycling participation, and improved interest and safety perceptions, we published the recent Active Transport survey results on our website which got positive media coverage in the Sydney Morning Herald.	On Track

Behaviour

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

Cycling courses and Share the Path education sessions were suspended due to Covid-19 public health orders. In their place we have been promoting online resources to assist people to ride safely.

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

Encourage the use of walking and cycling for commuting to work in the city area.

We have not been promoting walking and cycling for commuting to work at this time due to Covid-19 public health orders. Planning has been undertaken for a behaviour change campaign to run early in 2022, as well as providing support for Transport for NSW's Travel Demand Management program.

On Track

4.S.1 Performance Measures

Cycleways/Shared paths/Courses

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New separated cycleways provided	Km	2.89	7.51	0.47	0.12	0	-	-	0.12	No new separated cycleways were completed in Q2. Several are starting construction in Q3 and Q4.	On Track
New on-road cycleways provided/upgraded	Km	0.7	1.2	2.6	0	1.24	-	-	1.24	Upgrades the past three months include resurfacing of the Bourke Road, Bowden Street and Mandible Street cycleways.	On Track
Shared paths provided/upgraded	Km	2	0.13	2.4	0.37	0	-	-	0.37	No shared paths were provided nor upgraded this quarter. Available resources were focused on the design and approvals for separated cycleways.	On Track
Growth in cycling activity at key intersections around the City of Sydney	%	(26)	(5)	-	-	(10)	-	-	(10)	Covid-19 continues to suppress commuting travel	Indicator Only
Attendees at cycle safety courses	No.	233	336	-	0	23	-	-	23	Covid-19 restrictions have limited the delivery of cycling courses	Indicator Only

Footpaths

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway renewed	m2	10,993	19,890	10,000	1,960	3,286	-	-	5,246		On Track
Footway replaced by green verge	m2	2,365	2,483	2,000	312	785	-	-	1,097		On Track
New granite infill paving	m2	1,000	4,072	1,500	67	0	-	-	67	Major works nearing completion end Q2. 1352m2 will be completed early Q3. On track for Annual target of 1,500m2.	On Track

5 A lively and engaging city centre

Our international iconic status will be maintained and our distinctive character enriched with great streets, vibrant public spaces, a rich cultural life and a well-planned and functioning city centre, both day and night.

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		
Continue to develop Public Domain Plans for the city centre.	Public domain plans for Town Hall precinct and City South endorsed by Council in October 2021. Going forward project co-ordination and partnership with State Government relating to public space development, traffic management, metro, bus planning and development is required to progress feasibility and implementation of project opportunities identified in these plans.	On Track
Safety		
Work with police and emergency services to deter, detect, delay, and respond to incidents in crowded places.	The City continues to support police through the operation of the Street Safety Camera Program. By end Q2, the City had received 525 applications for CCTV footage, with 365 items of footage released to support police in investigating and prosecuting offences. The City is also a member of a number of precinct security groups including Martin Place, Town Hall, Pitt Street Mall and Circular Quay. These groups provide an opportunity for businesses and landowners to collaborate and coordinate efforts to ensure the safety of crowded places.	On Track

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 public domain capital works projects.	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		
Implement the Central Sydney Planning Strategy to enable commercial space and activity.	On 26 November 2021 the Local Environmental Plan was amended to deliver on the intent of the City's Central Sydney Planning Strategy. This finalised a process that had taken over five years of working with the Department of Planning Industry and Environment to implement changes. In addition the City's Development Control Plan was amended, a new Development Contributions Plan came into effect, and updates to the City's Competitive Design Policy implemented.	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.	The Business Innovation Space (currently under construction at 182 George Street) project continued to progress. The space, named Greenhouse, will provide a desirable and affordable home to startups and scaleups focused on tech solutions to benefit the environment. The City has awarded an accommodation grant to Innovillage Pty Ltd to operate the space. The space will open in late 2022, bringing 3,800 sqm affordable space for tech startups and scaleups. The 10-year rental subsidy arrangement will help Greenhouse support the growth of the city's innovation economy in the long term.	On Track
Tourism provision		
Develop and deliver appropriate tourist information programs to meet visitor requirements.	Tourism has been significantly impacted by the pandemic with Visitor Services suspended from 17 March 2020.	On Track

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

Major Programs	Progress To Date	Status
City centre creative activity		
Support and facilitate the growth of creative and cultural activities in the city centre.	Work is being prioritised around supporting the Creative and Cultural community run events amidst the backdrop of the current pandemic outbreak and industry challenges. Efforts are centred around assisting organisers, hirers, and producers to coordinate events as part of applications for NSW State Government and City Grants as part of the CBD revitalisation.	On Track

5.5.1 Performance Measures

City centre public life

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway dining in the city centre	m2	2,273.74	2,498.74	-	2,651.28	2,823.22	-	-	2,823.22	This represents 175 footway consents/licences, and an increase of 171.94sqm against the last reporting period. This increase is attributed to the Alfresco City Program.	Indicator Only

6 Resilient and inclusive local communities

Building communities through enhancing the capacity of our people and the quality of their lives.

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.	The majority of programming continued to be delivered online due to public health orders, with low cost, face-to-face creative workshops re-introduced into the Makerspace in December. A total of 16 programs were delivered to 575 participants, with online Auslan and English Storytime attracting almost 6,000 views. Makerspace programming will be extended in 2022. Recent program highlights include the 2021 Australian Life Photography Exhibition in Surry Hills and Glebe Libraries, the Lunchtime Conversation Series, introductory laser cutting workshops and Maker and Creator for children. With restrictions easing, online programming will continue to feature alongside face-to-face and hybrid events to broaden the reach of programs and provide accessible options for the community. Of 366 survey responses across all programming, 79% of people attending programs reported feeling welcome and included.	On Track
Public Domain		
Maintain and enhance public domain across the local government area through an ongoing program of improvement works.	Capital works projects and programs continue to maintain and enhance the public domain across the Local Government Area.	On Track
Green Square		
Delivery of new community/cultural facilities, public domain and infrastructure to a high standard in Green Square.	The City continues to implement a network of new streets, infrastructure upgrades, community facilities, open spaces and pedestrian/bike links in line with the City’s public domain strategies, design codes and technical specifications. These works are of a high standard and designed to achieve high environmental performance, amenity and active and public transport. The Green Square Town Centre has been awarded a Six (6) Green Star rating for Communities by the Green Building Council of Australia. The rating recognises the sustainability attributes of planning, design and construction of large-scale development projects at a community scale. It is the highest possible rating, denoting ‘World Leadership’. Facilities such as the Joynton Avenue Creative Centre, the Green Square Library and Plaza, Dyuralya Square and Gunyama Park Aquatic and Recreation Centre have been recognised by numerous awards. The Drying Green Park is under construction and planned for completion in mid-2022. Early works are underway to deliver in partnership with the Department of Education the Green Square School and Community Spaces on the Joynton Avenue community and cultural precinct. The winning design for this facility was selected by a jury through a design competition process.	On Track
Lead placemaking and coordinate community development and engagement activities for the growing Green Square neighbourhood.	With some easing of Covid-19 restrictions, some community programs were held face-to-face during December 2021 as part of the Christmas celebrations in Green Square. Other programs, such as the Building Managers engagement has continued monthly. The City continues to work with Mirvac, a major landholder in the Green Square town centre, to facilitate the delivery of activation programs. This includes a new temporary open space link between the Green Square plaza and Ebsworth Street where Mirvac’s place making events are being run and which will tie in with City run events in the plaza in the future.	On Track

Social Strategy

Implement the Social Sustainability Policy and Action Plan.	Work continues on the development of a measurement and evaluation framework with activity data being collated across different actions in preparation for the first measurement and evaluation summary report. Work to further address food insecurity within our LGA has continued with the completion of the three year FoodLab Sydney Knowledge Exchange, an online event to share key findings as well as continued work to map the City's activities and its alignment to the Milan Urban Food Policy Pact. Proposed implementation items for the period 2022-2025 are currently being reviewed to ensure alignment with current community needs and the impacts from Covid-19.	On Track
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6.2 Our city is a place where people are welcomed, included and connected.

Major Programs	Progress To Date	Status
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Social Programs and Services

Implement the Inclusion Disability Action Plan.	Highlights include: <ul style="list-style-type: none">•16 new Auslan and English Storytime videos produced and published on the City's website•Two sessions in the Lunchtime Conversation series focused on mental health and resilience•The City ran a marketing campaign and hosted two community events to show support for the 2021 Australian Paralympic team and to help foster more positive community attitudes towards people with disability. The marketing campaign included outdoor advertising, a City of Sydney news article and social media posts. One of the events was a Paralympic Wikipedia edit-a-thon with Paralympian and advocate Sarah Stewart. This event highlighted the importance of diverse voices when documenting Australian Paralympic history.•The City became a Disability Confident Recruiter with the Australian Network on Disability and joined the Australian Human Rights Commission's IncludeAbility Employer Network to increase employment opportunities for people with disability.	On Track
Offer affordable social programs and services that promote social inclusion, connection and participation.	Community centres reopened from 11 October. A total of 63 programs were offered, with 23,276 attendances. A total of 1,056 calls were made to socially isolated individuals to provide information, referrals and support. Highlights: <ul style="list-style-type: none">• 2,619 subscribers to an e-newsletter helping new residents in urban renewal areas connect with each other and established communities• 107 online attendances at the Wear It Purple forum and panel with a diverse up line of LGBTIQ young people• 99 online attendances at the September Youth in the City School Holiday Program• 76 attendances at eight online Moon Festival programs celebrating moon stories from eight cultures, including First Nations Peoples• nine facilities used by NSW Health to offer community Covid-19 testing and vaccination Five online city-wide programs delivered 31 program sessions and 337 attendances including: <ul style="list-style-type: none">• 201 attendances at international student programs• 41 attendances at anti-racism and by-stander action workshops• 25 young people completed the Career Lab youth employment program	On Track
Deliver programs that support community safety.	The City coordinated food deliveries through its network of 60 agencies providing food relief, supplied by Foodbank, OzHarvest and SecondBite, funded by Council's decision to support vulnerable communities during Covid-19. In this financial year, 29,642 food hampers 29,522 meals and 16,525 kg of requested items have been distributed to local community organisations providing food relief, including the continuation of services over the Christmas holiday period. In addition, the OzHarvest Waterloo Market continued to provide 1,500 food hampers weekly to local residents. The City also distributed 11,500 cloth masks to boarding house residents, Aboriginal community-controlled organisations, Community Housing providers, Meals on Wheels clients and rough sleepers. The City collaborated with local Aboriginal Community Controlled Organisations to distribute 2,500 hardcopy flyers to community to promote the Koori vaccination clinic and support services.	On Track

The City supported the NSW Domestic Violence Collective's 'Let's end domestic violence' vigil as part of the United Nation's International day for the elimination of violence against women through the provision of captions and Auslan for this online event viewed by 550 participants. In December, the City hosted an online workshop to increase awareness of how gender impacts the preparation, response, and recovery from disaster, delivered by Gender and Disaster Australia. The City and Domestic Violence NSW distributed Feel Safe in Your Own Home posters in English, Traditional Chinese, Simplified Chinese, Indonesian, Korean, Spanish, Thai, and Russian to community services and City businesses.

The City's Community Safety Contacts magnet was translated into 13 community languages, with 10,000 magnets distributed to local police stations, food relief organisations, libraries and community centres. Key safety and crime prevention messaging was provided to over 5,200 residents each month on topics including mental health, domestic and family violence, scam protection and preventing parcel theft.

Social Justice

Undertake advocacy activities promoting social justice, community resilience and cohesion.

This period marked the conclusion of the innovative pilot program for FoodLab Sydney through the Knowledge Exchange program. To share the findings about food security and strengths-based approaches to building capacity and resilience, the City hosted an online event for City staff and select external stakeholders presented by the University of Sydney research panel and key City staff. The City also participated in a workshop run by Department of Communities and Justice on social cohesion post the Covid-19 pandemic.

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 2021 Housing Audit, Residential Monitor, Commercial Development Monitor and Visitor Accommodation Monitor have been completed and uploaded to the City's external website. Contract to provide community profile (Census) data, population forecasts, and economic data extended to 2026.

On Track

Support small business

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

As part of the \$20 million AI Fresco City Project partnership with the NSW Government, the City continues to work closely with grant recipients of the CBD Activations Grant Program to bring vibrancy back to the streets of Sydney. Examples include "Happy Hours", an event delivered by Darlinghurst Business Partnership in late November with over 60 businesses participating, generating \$38,000 in ticket sales, with 1,510 attendees and a further 552 people attending free events. Other activations throughout December included exhibitions and events by "Unseen" a multimedia project that gives voice to women experiencing homelessness and housing insecurity, Merivale's "Live Music" sessions with 20 performances showcasing local jazz and folk artists to help revitalise local laneways and welcome people back to the CBD and "Sugar Republic", a Willy Wonka factory-like experience for families. Haymarket Chamber of Commerce, supported by the City of Sydney, delivered the first of two outdoor events in Chinatown to help reinvigorate the district. The event featured Chinese-Australian performers, singers, musicians and martial artists.

On Track

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.	Social planning and strategic advice on City, developer and state government projects to inform community infrastructure delivery so that it meets changing demographics and community need is ongoing. These projects include the Waterloo Estate (South) redevelopment, the Pyrmont Place Strategy and Blackwattle Bay State Significant Precinct, the Tech Central Precinct and the future planning and provision of City owned community buildings.	On Track
Community well-being		
Provide education and care services and facilities across the local area, including preschool, long day care, occasional care and out-of-school hours services.	The City's education and care services have supported essential workers through the Covid-19 pandemic by continuing to operate long day care, occasional care, pre-school and outside school hours care. Highlights include: - Providing a range of fun, educational and recreational programs that focus on children's interests, level of development and approved curriculum frameworks - Supporting the inclusion of vulnerable families through continued partnerships between families and support agencies - Increasing children's digital awareness through participation in programs such as online coding programs and movie making - Providing families with information to assist in preparing preschool children for the transition to school - Orienting new families to services.	On Track
Support a diverse, inclusive and accessible range of community programs and projects through community facilities.	Community centres began re-opening from 11 October in line with Public Health Order restrictions. A range of free online and face to face programs were offered to ensure community social inclusion, connection and participation. A total of 63 programs were offered, with 23,276 attendances. A total of 1,059 calls were made to individuals experiencing social isolation, and to provide information about how to access vaccination bookings, immunisation records, and other social support services. Highlights: • 7,768 total attendances across all community centre programs offered online • 7,223 attendances at targeted initiatives to improve community health and wellbeing • 33 programs to increase inclusion and diversity • 27 accessible programs offered to people with disability • 13 programs to improve digital literacy and inclusion	On Track
Community Facilities Delivery		
Develop a property portfolio that ensures community facilities optimise opportunities and community needs.	The Community and Service Property Strategic Assessment and Opportunities Report is presently being finalised. This focus on optimising the use of community facilities in order to meet community needs.	On Track
Parks and recreation facilities		
Maximise the availability and quality of facilities to meet demand for participation in sports across the community.	Projects under way which will enhance and maximise community sport and recreation opportunities include new indoor multipurpose courts at Perry Park which are under construction and new synthetic sports field where planning is underway. The Sports field development program includes planning for outdoor synthetic fields at Perry Park and The Crescent, and new synthetic sports field and courts at Alexandria Park Community School which is due for completion in early 2022. Project to repair and enhance cricket nets at Sydney Park - planning underway and completion expected in 2022. Project to install new cricket screens at Jubilee Oval - planning underway.	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		
Refer to 6.3.2 "Strengthen the activation of precincts, with events, programs and services and develop resources that support existing and new business."		Not Yet Due To Report
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 in the past six months.	On Track
Emergency Planning		
Work with the community, emergency services and relevant agencies to build capacity and resilience to prevent, respond and recover from emergencies.	The City continues to coordinate the activities of the Local Emergency Management Committee, including the response and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues.	On Track
Customer service		
Provide relevant information and effective contact services for the community.	The City continues to support and assist the community with their service needs. For the period July 2021 to December 2021, the Contact Centre (including City Concierge and Community Hotline) responded to 114,299 contacts via phone, email, mail, face to face and online and the City's on-line services received 128,978 service, application and payment requests from the community.	On Track

6.S.1 Performance Measures

Local economies

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway dining in the village centres	m2	3,021.06	4,738.61	-	5,237.26	5,425.42	-	-	5,425.42	This total area represents 459 footway consents/licences, and an increase of 188.16sqm against the last reporting period. This increase is attributed to the Alfresco City Program.	Indicator Only
Economic grants approved by the City of Sydney	\$ '000	3,656.77	6,161.93	-	874.57	628.56	-	-	1,503.13	In the first half of the year, 67 economic grants were approved by Council for a year-to-date total of \$1,503,126 in cash and value-in-kind. These projects were awarded through the City's Festival and Events Sponsorship (Village) Business Support Grants, Venue Hire Support program and Matching Grants programs. This includes support for the Australia China Business Council Innovation Summit, a new live performance space at Bar Whispers in Redfern and Australian Cocktail Month.	Indicator Only

Libraries and learning

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Active library memberships	No.	86,048	83,853	-	84,679	81,903	-	-	81,903	City Libraries were closed due to Public Health Order restrictions for three months of this period.	Indicator Only
Items accessed from City libraries (physical and digital)	000	1,470.43	1,128.72	-	148.21	103.79	-	-	252	City Libraries were closed due to Public Health Order restrictions for three months of this period.	Indicator Only
Attendance to City libraries	000	1,266.72	293.11	-	0.25	70.57	-	-	70.82	City Libraries were closed during Q1 due to Public Health Orders.	Indicator Only

Child & Family Services											
Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Children supported through City operated education and care services (long day care, occasional care, preschool, outside school hours care)	No.	1,020	891	-	505	126	-	-	631	Easing health order restrictions resulted in a 4.6% increase in new enrolments, particularly in the outside school hours care services, compared with the same year to date figure last year (603)	Indicator Only
Approved early education and care places (long day care, occasional care and preschool) in the City	No.	-	7,318	-	-	-	-	-	-	Reported annually in June	Indicator Only
Sessions of care provided at the City's education and care services (long day care, occasional care, preschool, out of school hours care)	No.	63,830	64,472	-	11,825	13,726	-	-	25,551	Easing health order restrictions resulted in an increase of 16% this quarter in the number of sessions of care compared with the previous quarter. Due to the impacts of the pandemic, this figure represents a decrease of 10% compared with the same period last year (15,276)	Indicator Only
Sessions of care provided at the City's education and care services (long day care, occasional care, preschool, outside school hours care) that were discounted or free	%	-	-	-	4,351	6,025	-	-	6,025	There was a 38% increase in the number of free and discounted sessions of care this quarter compared with the previous quarter, and a decrease of 10% compared with the same period last year (6,347).	Indicator Only
Discounted and free sessions of care provided at the City's education and care services (long day care, occasional care, preschool, out of school hours care)	No.	23,666	27,479	-	4,351	6,025	-	-	10,376	Easing public health restrictions resulted in an increase of 38% this quarter in the number of free and discounted sessions of care compared with the previous quarter, and a decrease of 10% compared with the same period last year (6,347)	Indicator Only
Community health and well-being											
Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	72.5	86.25	85	95	95	-	-	95		On Track
Parks and open space managed by the City of Sydney	ha	211.9	214	191	-	-	-	-	-	Reported annually in June	Indicator Only
Attendances at aquatic and leisure centres	000	1,179.75	1,258	-	5.71	310	-	-	315.71	Attendance figures have been significantly impacted by Covid-19.	Indicator Only

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Peak Occupancy - Perry Park Recreation Centre	%	-	84.6	-	0	54	-	-	54	Centre closed under Public Health Order (Covid-19 Temporary Movement and Gathering Restrictions) and reopened on 25 October 2021 under reduced opening hours. Regular hirers returned by early November and sports competitions resumed in mid-November with traditional slowing of demand by mid-December. School holiday camp bookings cancelled due to the Omicron Covid-19 outbreak in NSW.	Indicator Only
Peak occupancy - City's outdoor tennis courts	%	-	78	-	98	87	-	-	87	Court occupancy down slightly on Q1 where 98% was recorded. Occupancy across all courts remains well above the industry average of 25%. Tennis continues to prove popular with the community as a sporting choice throughout the Covid-19 pandemic.	Indicator Only

Social Programs and Services

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Social grants approved by the City of Sydney	\$ '000	6,531.49	3,965.38	-	3,294.95	820.9	-	-	4,115.84	In the first half of the year, 158 Social grants were approved by Council for a year to date total of \$4,115,842 in cash and value-in-kind. These projects were awarded through the City's Festivals and Events (Community), Community Services, Quick Response - Emergency and Event Representation and relevant Knowledge Exchange, Matching, Street Banners, Venue Support programs and the Community Emergency Quick Response Grants. Projects supported include essential care packs for families through the Asylum Seekers Centre, Accessible Art's ArtScreen project to provide career development for artists with disability, and the Cooperative for Aborigines Limited's Glebe Story Festival. Further donations were also provided to support food relief programs through Oz Harvest, Foodbank Australia and SecondBite.	Indicator Only
Rent concessions given by the City through the accommodation grants program – leases for social initiatives	\$ '000	-	-	-	889.79	882.24	-	-	1,772.03	In the first half of the year the value of revenue forgone by the City through the Accommodation Grants Program for social initiatives totalled \$1,772,029. This includes the Babana Aboriginal Mens' Group at Benledi House in Glebe, the Inner City Legal Centre at Darlinghurst Road in Kings Cross and the Women's Library at Brown Street in Newtown.	Indicator Only

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Passengers trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	13,796	4,286	-	0	652	-	-	652	Community transport recommenced some services this period, however, this represents a 60% decrease on the same year to date period last year (1,648). Hire of the City's community busses has been impacted by Covid-19 restrictions.	Indicator Only
Meals provided through the City's Meals on Wheels service	No.	35,056	45,375	-	12,852	12,335	-	-	25,187	There was an increase in meals provided this year to date period of 12% compared with the same period last year (22,429)	Indicator Only
Percentage of bookings of City Spaces facilities and venues at community rates	%	-	-	-	0	48	-	-	48	This is a new measure so there is no previous data available	Indicator Only
Overall attendance at City Spaces	No.	604,492	66,949	-	0	23,276	-	-	23,276	Community Centres reopened following the lockdown period. This represents an 86% increase on the same year to date period last year (12,530)	Indicator Only

Companion animals

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Dogs and cats impounded	No.	142	113	-	13	17	-	-	30	12 dogs and five cats impounded in the three months to December.	Indicator Only
Dog attacks	No.	145	118	-	24	39	-	-	63		Indicator Only

7 A cultural and creative city

The City is committed to supporting Sydney's cultural life. We recognise the intrinsic and instrumental value of creativity as a cultural, economic and social force.

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.	The 2021 Australian Life and Little Sydney Lives exhibitions were presented online. Australian Life received 1,971 entries taken in locations across Australia and more than 100 entries were received for Little Sydney Lives. The Australian Life winning image was announced during a live stream broadcast. Winners of the Little Sydney Lives 3-7 years and 8-12 years categories were announced online in a pre-recorded message by judge Justine Clarke. Large scale mural, As One Door Closes, Another Opens by Will Cooke and presented at Top of the Town building in Darlinghurst, was installed in June and has been extended until the end 2022.	On Track
Deliver hoardings activation program throughout the city.	The Creative Hoardings program requires builders and developers to use Site Works, bespoke artworks or historic images, to improve the visual impact of construction sites in the City. The program has continued throughout the pandemic. A total of 116 of the current suite of Site Works licenses have been approved for installation in the public domain since their release in September 2019. This includes 14 licenses issued in this period. The City approved the display of historic images on five hoardings. Additionally, all ten Site Works artworks have continued to be used on concrete roadside barriers for outdoor dining precincts created as part of the NSW Government and City of Sydney CBD Revitalisation program, with 78 artwork licenses issued to date outside hospitality venues.	On Track
Delivery of public art projects in the public domain as part of the City Art program.	<p>As part of the City Centre Public Art Plan there is a further laneway artwork 'In through the out door' by Callum Morton in development and due for installation mid 2022. In addition to this, there are currently three temporary artworks installed in laneways off George Street to assist in activating the City as part of the City Art Temporary Laneway program. These temporary works will remain in place until March 2022 and there is a series of free public art tours which have been programmed to coincide with these works, allowing people to experience the City Centre and Chinatown through artworks.</p> <p>In Green Square the Connecting Project for Green Square Town Centre 'Here is Here. And Everywhere' by Tobias Rehberger is currently in detailed design development. Kerrie Poliness's 'Stream' is being delivered as part of the Drying Green Park currently under construction and due for completion in mid 2022.</p> <p>The Eora Journey is progressing with 'bara' by Judy Watson now installed on the Tarpeian Lawn above Tubowghule (Bennelong Point) with a community celebration planned for when it is safe to gather.</p> <p>'Yananurala' (The Harbour walk) is also underway with the first projects in development working with Place Management NSW and Stage two of the Redfern Terrace project is in development.</p> <p>The maintenance and conservation of the City Art public art collection is ongoing with a specialised program of conservation and restoration, as well as preventative maintenance ensuring the future integrity of the collection of more than 200 works.</p>	On Track
Living History		
Continue to implement the history and curatorial programs in alignment with the Cultural Policy.	The City has delivered a range of public advice, internal advice and engagement programs through talks and media interviews. Three talks were delivered and well attended, including At the Mayor's Table with 43 online audiences members, two major newspaper articles featured quotes from the City Historian, and one radio interview was given, sharing Sydney's history to diverse audiences. Implementation of the Naming Policy and content development for the Barani Aboriginal history website is ongoing. Two new articles were published on the Barani website related to boxing: an overview essay and a shorter article on the Golden Gloves Gym in Glebe.	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 cultural infrastructure programs and liaise with providers to deliver programs.	<p>107 Projects (107), head tenant of Joynton Avenue Creative Centre, achieved an occupancy rate of 100% this quarter by supporting 16 creative micro-business tenants with subsidised space.</p> <p>Unable to deliver face to face programs due to the pandemic, 107 delivered online programs delivered by artists, organisations and tenants from the centre. This included distributing 120 Art At Home art boxes and presenting a live streamed concert with tenant Sydney Improvised Music Association.</p> <p>Brand X, head tenant of the upper floor of the East Sydney Community and Arts Centre (ESCAC), reopened their rehearsal facility in October and operated at an average occupancy level of 46% during this period.</p> <p>Brand X's Flying Nun Program recommenced in November with three showings resulting in 419 audience members generating \$7,684 in income for artists. Their creative retail residency, Protoshop, continued to be showcased both from ESCAC and in an online format with the commission of five artists who each received \$2,500 to create a new product for the shop.</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 planning and regulatory reforms to support the provision of cultural infrastructure and activities.	<p>The Open and Creative Planning Reforms, including encouraging later opening shops, new controls for cultural activities and new entertainment sound planning controls were approved by Council and Central Sydney Planning Committee in March 2021 and are now with the NSW Department of Planning, Industry and Environment for implementation. Work is continuing on the entertainment sound planning controls to address detailed submissions and to undertake additional consultation. The City is engaging with the NSW Government on implementation of Special Entertainment Precincts under the Local Government Act with the City to be involved in a potential trial of Special Entertainment Precincts. The City's Planning Proposal and DCP for Oxford Street has progressed to post exhibition. It will be report back in the first half of 2022. It seeks to increase the provision of cultural and creative floorspace in the Oxford Street precinct.</p>	On Track
Audience Development		
Provide support to a range of cultural groups that offer opportunities for creative participation, enhance creativity in the public domain and strengthen the sustainability and capacity of cultural and creative industries.	<p>In the first half of the year, 80 Cultural projects were approved by Council for a year to date total of \$2,237,364 in cash and value-in-kind. These projects were awarded through the City's Festivals and Events Sponsorship (Artform), Cultural and Creative Grants & Sponsorships, Quick Response Grants, Street Banner Sponsorships, Knowledge Exchange Sponsorships and Venue Hire Support programs. This includes support for a three month artistic residency in The Rocks for local artist Tristan Chant, the Electronic Music Conference tenth anniversary edition and the Brolga Dance Academy's dance classes for Aboriginal and Torres Strait Islander students in Redfern. A total of \$1,545,039 in rent foregone was provided to cultural organisations in our Accommodation Grant Program for long term use of the City's spaces, which includes the Museum of Chinese Australian History at 744 George Street.</p>	On Track

Sector Development

Deliver and facilitate opportunities for skills development, collaboration and capacity building to ensure cultural sector resilience and sustainability.

During this period the cultural sector has required crisis support due to the pandemic. Although many restrictions eased on 11 October, impacts for the cultural sector are ongoing, with continued venue and event density restrictions. The City collated a regular digest email of crisis support information, funding and collaborative opportunities relating to the sector, which was distributed to cultural tenants and cultural grant recipients and available through the City's Business Concierge hotline. The City promoted at-home skills development opportunities for the creative workforce through marketing and communications channels, including materials from the Reboot online series produced by the City and the Artist-2-Artist series funded by the City and produced by Brand X.

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 public artworks as part of the Eora Journey.

The City has launched 3 of the 7 public art projects in the Eora Journey program, curated by Hetti Perkins, to take place over a 10 year period.
'bara', Monument for the Eora by artist Judy Watson is now installed on the Tarpeian Lawn above Tubowghule (Bennelong Point). A community celebration to launch the artwork is planned and will take place once it is safe to gather.
The second stage of the Redfern Terrace project is in development.
'Yananurala' which translates as Walk on Country with the 'la' at the end acting as an imperative, curated by Emily McDaniel, is in development in partnership with Place Management NSW and project partners including cultural institutions. Wayfinding signage for the walk is currently being prototyped and will be installed in the first half of 2022.

On Track

Reconciliation Action Plan

Implement the Stretch Reconciliation Action Plan.

The Stretch Reconciliation Action Plan's first year report is being submitted to Council in early 2022.

On Track

7.S.1 Performance Measures

Culture and creativity

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	5,767.88	3,268.36	-	1,734	503.36	-	-	2,237.36	In the first half of the year, 80 Cultural projects were approved by Council for a year to date total of \$2,237,364 in cash and value-in-kind. These projects were awarded through the City's Festivals and Events Sponsorship (Artform), Cultural and Creative Grants & Sponsorships, Quick Response Grants, Street Banner Sponsorships, Knowledge Exchange Sponsorships and Venue Hire Support programs. This includes support for a three month artistic residency in The Rocks for local artist Tristan Chant, the Electronic Music Conference and the Brolga Dance Academy's dance classes for Aboriginal and Torres Strait Islander students in Redfern.	Indicator Only
Accommodation concessions given by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	1,914.74	1,626.22	-	614.28	930.76	-	-	1,545.04	In the first half of the year, the value of revenue forgone by the City through the Accommodation Grants Program for cultural initiatives totalled \$1,545,039. This includes the Museum of Chinese Australian History at 744 George Street, Screen Culture Association at Benledi House, Glebe and Radio Eastern Sydney at Paddington Town Hall, Oxford Street.	Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No.	85	78	-	75	46	-	-	46	In Q2, the City provided 34 spaces to 46 organisations through a number of programs: Accommodation Grants Program, William Street Creative Hub, Creative Live Work Spaces, Venue Support sponsorship and Short Term Empty Property program. This is a decrease of 39% on the 75 organisations supported in Q1 due to all shared work space arrangements heavily reduced due to the pandemic and the City's community venues for hire being closed. However, the Museum of Chinese in Australia commenced their occupation of the former Haymarket Library, submitting their DA for internal fit out works and soft opening ahead of launch in mid-2022.	Indicator Only

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Creative personnel supported by City of Sydney programs	No.	11,699	6,051	-	-	3,170	-	-	3,170	Creative personnel have been engaged primarily through creative spaces programs, Major events, cultural programs, and Library events. Therefore fewer creative personnel were engaged during this period as some events and programs have been impacted by the pandemic.	Indicator Only

8 Housing for a diverse community

An increased supply of diverse and affordable housing for our rapidly growing community.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Housing supply				
Continue to facilitate an Alternative Housing Ideas Challenge.	2022	95	The City continues to explore Affordable Housing initiatives including the Ideas Challenge with select Community Housing Providers.	On Track

Major Programs	Progress To Date	Status
Housing supply		
Seek the NSW Government's approval of the Housing Strategy and implement the actions through changes to the planning controls.	The Housing for All: Local Housing Strategy has been adopted by Council and been granted conditional approval by the Department Planning, Industry and Environment. The City's Local Environmental Plan and Development Control Plan are being reviewed and appropriate changes will be made to reflect the actions in the Housing Strategy.	On Track
Monitor the balance of residential development to non-residential development in the city including the quantity and type of dwelling types.	As at 31 December 2021 there were: <ul style="list-style-type: none"> • 10,982 private residential dwellings approved or under construction in the city • 4,312 non-private residential dwellings approved or under construction in the city • 2,410 private residential dwellings lodged but not yet approved in the city • 1,257 non-private residential dwellings lodged but not yet approved in the city In the second quarter of 21/22 there was: <ul style="list-style-type: none"> • 106 private dwellings completed • 0 non-private dwellings completed 	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.	Several opportunities continue to be tested. Opportunities will progressively be brought to Council for consideration. Bridge Housing are progressing due diligence on the City owned surplus land at the corner of Dr Margaret Harper Avenue and Bourke Street, Green Square. The heads of agreement and contract continue to be progressed. The sale of surplus City owned land to City West Housing has been completed which will see a minimum 160 units developed within 500 metres of Green Square Railway Station.	On Track
Planning		
Facilitate affordable housing through the planning system, optimising existing programs, developing new programs, encouraging site specific opportunities and investigating innovative approaches.	The City's LGA wide affordable housing levy came into effect in July 2021. The expanded levy is estimated to result in up to 1,100 additional affordable dwellings. The City has also prepared planning proposals for NSW Land and Housing Corporation sites at Cowper Street, Glebe and Elizabeth Street, Redfern and Waterloo Estate (South), Waterloo, which will increase social and affordable housing. The City also applies affordable housing contribution requirements on sites that seek additional FSR in the planning proposal process. The City is working with other Councils to also encourage and mentor them in the development of affordable housing levy schemes.	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 and increased supply of social and affordable housing.</p>	<p>The City continues to advocate to the State Government and housing providers for the retention and increased supply of social and affordable housing across the local area. Key projects include the Waterloo (South) redevelopment, the Pyrmont Place Strategy and Blackwattle Bay State Significant Precinct, 600 Elizabeth Street, Redfern and the Redfern North Eveleigh Precinct Renewal site. The City continues to communicate and support the Waterloo community and seek the State Government to conduct a robust and inclusive public exhibition process for the planning proposal.</p>	On Track
Capacity Building		
<p>Provide and support community capacity building initiatives in social housing neighbourhoods.</p>	<p>The City partnered with Women and Girls Emergency Centre delivering domestic violence prevention and ally workshops online over four weeks in November. A total of 19 community members participated to learn how to have supportive conversations and safely respond. The City also engaged Full Stop Australia to deliver 'Responding with compassion' training to respond to disclosures of domestic and family violence or sexual assault. A total of 34 participants engaged in this training in December including residents, schools, childcare centres, and community services.</p> <p>The City hosted an online 'Get Prepared: Summer Weather' information session in partnership with the Red Cross and NSW State Emergency Services. A total of 20 social housing community leaders, residents and frontline workers attended in December. The City also distributed 40 Emergency Preparedness Packs in community languages to the Chinese and Russian speaking communities in Redfern and Waterloo. Packs included Emergency Preparedness Handbook for People Living in Social Housing, City of Sydney Safety Contacts magnet, first aid kits, fire blankets and local information.</p> <p>A Covid-19 Social Housing Support webinar was hosted as part of Emergency Ready Week with NSW Department of Communities and Justice Housing, NSW Land and Housing Corporation, NSW Health and the City of Sydney, with over 70 local social housing residents and frontline workers participating.</p>	On Track
Partnerships		
<p>Work in partnership to enhance the safety, liveability and amenity of social housing communities and properties.</p>	<p>The City continues to work with NSW Health, Department of Communities and Justice (DCJ) and community organisations to support Covid-19 testing and vaccination clinics through the provision of City venues and distribution of up to date information to social housing residents.</p> <p>The City hosts the quarterly Social Housing Operations Group with the DCJ and NSW Land and Housing Corporation to implement collaborative responses to safety and amenity. In the financial year to date, 127 issues were escalated to the social housing operations group with 90 (71%) successfully resolved. The most common issues have been maintenance, illegal dumping, waste management and rat abatement. Other issues include companion animals, tree management, lighting, parking and traffic, amenity, anti-social behaviour and housing transfers.</p> <p>The City worked with key staff from state government agencies, non-government agencies and residents to develop a draft Waterloo human services collaborative plan. The plan will assist with engagement, planning and coordinated responses by human services agencies, to the Waterloo community, in advance of the Waterloo Estate redevelopment.</p>	On Track

Collaborate with the NSW Government to ensure the renewal of the housing estates are well planned and delivers improved social outcomes.

The City is the Planning Proposal Authority for a number planning proposal requests from the NSW Land and Housing Corporation. A proposal for Cowper Street, Glebe has been finalised and the NSW Government announced the project will deliver 100 per cent social housing. Elizabeth Street, Redfern was approved by Council and the Central Sydney Planning Committee in November 2021 and is with the NSW Government for finalisation. The City's planning proposal for Waterloo Estate (South) was approved by Council in February 2021, however that State Government took back the plan making authority in March 2021. The Waterloo Estate proposal has now been approved by the NSW Government for public consultation, which is expected to proceed in early 2022. The City is advocating a greater amount of social housing and affordable housing to what is proposed by the NSW Government.

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
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Housing solutions and support services

Advocate for innovative responses, and build the capacity of City staff, non-government services and the community to contribute to preventing and reducing homelessness.

The City continues to advocate for the needs of individuals experiencing homelessness. Highlights include:

- Supported NSW Health and partners to provide vaccinations to people living in boarding houses
- Supported partners to operate a Covid-19 vaccination in Woolloomooloo hub for vulnerable communities including people experiencing homelessness
- 92 outcomes were recorded for the Woolloomooloo Integrated Support Hub (WISH), which recommenced in November and provided information and support to people experiencing or at risk of homelessness
- Provided information to mobile voluntary services to improve service delivery including regarding Covid-19 safety and PPE, waste management and food safety
- Provided referrals, PPE and health information to people sleeping rough.

On Track

Service coordination collaboration and capacity building

Partner and support the delivery and coordination of services to link people sleeping rough with services and support.

The Homelessness Assertive Outreach Response Team (HART) coordinated by the City and Department of Communities and Justice (DCJ) continued weekly patrols and place-based operations to ensure a coordinated approach to safe, supported long-term housing. HART has engaged with 2,763 people since March 2019 and 345 people have been housed since March 2017. Highlights:

- 34 people assisted to exit homelessness and 35 people prevented from entering homelessness as a result of programs funded by the City
- Provided support to services assisting non-resident people in emergency accommodation
- Agreed revisions to the Emergency Response Protocol Terms of Reference with the DCJ and NSW Health.

On Track

Services

Monitor patterns of homelessness, and services available for people who are homeless or at risk of homelessness to identify gaps and trends.

The City continues to support the coordination of care for people who are non-residents and experiencing homelessness. The City's Public Space Liaison Officers have continued to patrol throughout the pandemic, seven days per week, to provide advice and referrals to people sleeping rough, and to provide partners, including the Department of Communities and Justice and NSW Health, with information about the needs of people street sleeping, and the numbers of people requiring support. The City supported NSW Health, Wayside Chapel and the Kirketon Road Centre in ensuring people in boarding houses were able to access vaccinations. City staff assisted in collating information about the numbers of people in boarding houses across the city, and the locations of these facilities.

On Track

8.S.1 Performance Measures

Housing

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New dwellings approved	No.	1,661	1,079	-	1,013	1,327	-	-	2,340		Indicator Only

Affordable rental housing

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Affordable rental housing units resulting from NSW government operations including Redfern Waterloo affordable housing levy	No.	-	-	-	-	-	-	-	-	Reported annually in June	Indicator Only
Affordable rental housing units resulting from affordable housing levies in the city area	No.	859	859	-	-	-	-	-	-	Reported annually in June	Indicator Only

Homelessness

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No.	264	229	-	32	34	-	-	66	This represents a 52% decrease compared to the same year to date period last year (137). This is influenced by changes to funding arrangements for these services, and levels of temporary accommodation provided to people sleeping rough	Indicator Only
People prevented from becoming homeless through the City supported brokerage program	No.	193	145	-	36	35	-	-	71	This represents a 14% increase on the same year to date period last year (62)	Indicator Only
People sleeping rough in the city area	No.	334	272	-	-	0	-	-	-	Due to the Covid-19 pandemic the winter street count could not proceed.	Indicator Only

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Grants for Affordable and Diverse Housing Fund and homeless funding approved by the City of Sydney	\$ '000	1,200	5,200	-	1,200	214.89	-	-	1,414.89	In the first half of the year, six grants were approved by Council for a year-to-date total of \$1,414,885 cash. In addition, support was provided through the Affordable and Diverse Housing Fund to extend the role of the Aboriginal Affordable Housing Engagement Coordinator at St George Housing Limited and a Community Services Grant was awarded to Women's Community Shelters for a project utilising student accommodation as a transitional housing option for women experiencing or at risk homelessness.	Indicator Only

9 Sustainable development, renewal and design

Our international iconic status will be maintained and our distinctive character enriched with great streets, vibrant public spaces, a rich cultural life and a well-planned and functioning city centre, both day and night.

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 environmental performance and provide appropriate infrastructure.	The City has prepared submissions on Blackwattle Bay Precinct, Central Station, Redfern North Eveleigh and Pymont Place Strategy and is engaging with relevant agencies to deliver design excellence, improved sustainability outcomes and appropriate infrastructure. The City's proposed planning controls for Elizabeth Street, Redfern; Cowper Street, Glebe and Waterloo Estate (South) social housing sites have set higher environmental benchmarks, design excellence strategies and space for community facilities. The City will continue to advocate for improved urban outcomes in all state government urban renewal projects.	On Track
Integration		
Collaborate with the private sector to deliver new or upgrade existing public infrastructure that supports renewal.	The City has executed 7 new Planning Agreements with the private sector since the start of the financial year. The Agreements will deliver new and upgraded public infrastructure including roads, footpaths and public domain upgrades delivered in association with development.	On Track

9.2 The city is beautiful, sustainable and functions well.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Strategic Planning				
Update the Local Environment Plan and Development Control Plan to implement the sustainability actions in the Local Strategic Planning Statement.	2022	90	A number of actions from the Local Strategic Planning Statement are being investigated in the forthcoming update to the Local Environmental Plan (LEP) and Development Control Plan (DCP). These include developing planning controls to increase canopy cover on private land; defining biodiversity corridors and guidance for developments in those corridors; developing NABERS water controls for non-residential buildings; and reviewing solar panel controls to reduce planning barriers that impact implementation.	On Track
Major Programs				
Design partnership				
Facilitate the Design Panels to provide expert advice on public domain and major development applications.			The Design Advisory Panel and Public Art Advisory Panel meet monthly and continue to provide valuable expert advice to the City on public domain design, park projects, major development applications and public art proposals. During Covid-19 all meetings have successfully been undertaken by video link.	On Track
Advocacy				
Develop opportunities with state agencies that support the development of transport related infrastructure.			The City is continuing to work with state agencies on infrastructure planning through a number of place based precincts. This includes Pymont Place Strategy, Camperdown Ultimo Collaboration area and the Strategy for Streets.	On Track

Develop opportunities with state agencies that support the development of infrastructure for recreation and community facilities.

Work has continued with the Department of Education on the joint Green Square School and Community Spaces project. The Project Development Deed between the Department of Education and the City was executed in November 2021. The project will deliver both dedicated and shared community spaces, including a multipurpose court, communal hall and multipurpose indoor spaces. Early works including demolition of existing buildings commenced in November 2021. A State Significant Development Applications for the project was publicly exhibited during November 2021 and is currently being assessed by the City.

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
Public Domain Infrastructure				
Continue the implementation of the Wayfinding Strategy.	2023	98	All precinct packages complete. Additional signage for George Street south pedestrianisation programmed to be installed as part of this project. Finalisation of sign locations and message layouts with required approvals for Harbour Walk signage is underway.	On Track
Crowded Place Protection – prepare Design and Assessment Guidelines for protection measures on City owned or managed land.	2022	95	Draft guidelines are complete and are undergoing further review on risk assessment levels prior to finalisation. The concept design is underway for a City bollard shroud that can accommodate structural/ rated impact. A full scale mock up of the shroud was reviewed in George Street and a prototype is now under manufacture.	On Track
Major Programs				
Public Domain Infrastructure				
Undertake periodic review of public domain design codes in the city.	The revised Streets Code has been endorsed and is on City website. The draft Parks Code has been completed and is undergoing internal stakeholder review.			On Track
Public space planning				
Develop initiatives arising from the City’s Open Space and Recreation Needs Study, and Public Domain Studies.	Park improvement program ongoing which is increasing the area, quality and range of facilities across the open space network. Assessment of properties for acquisition to provide additional sport and park amenity is undertaken as required. Recent acquisition of properties in Mandible Street, Alexandria will provide additional future sports fields and facilities in the mid-term. The George Street south pedestrianisation construction is well underway with street blocks already completed. This project will deliver on Chinatown Public Domain outcomes at Hay Street, Ultimo Road and Thomas Street.			On Track
Open space				
Negotiate provision of additional public space, including parks, footpaths, through site links and other public space through proposals to change planning controls.	The City considers opportunities for additional public open space alongside changes to planning controls. During this quarter, the planning agreement for 14-26 Wattle Street, Pyrmont was executed and provides for a new publicly accessible footway to Jones Street.			On Track

9.4 Sydney plans for the long-term and the benefit of future generations.

Major Programs	Progress To Date	Status
Stormwater infrastructure Program		
Continue to monitor the implementation of the actions from the Flood Studies and Floodplain Risk Management Plans for all catchments.	The City adopted the interim floodplain management policy in May 2014. Since then the policy is being implemented through the development approval process. This policy along with the Development Control Plan (DCP) and LEP are being reviewed and updated to ensure compliance with the current amendment to the planning regulations. Procurement for Joynton Avenue trunk drain construction has commenced. This drain will connect to newly built Green Square drain and upon completion it will alleviate high risk flooding in Joynton Avenue.	On Track
Program delivery		
Develop and implement Public Domain Plans and Placemaking Strategies for urban renewal areas.	The City continues to deliver the new streets, open spaces, pedestrian and bike links in line with our public domain strategies. The Danks Street South Precinct public domain concept design is complete and construction of The Drying Green park and Portman Street/Zetland Avenue in the Green Square town centre are nearing completion. New community facilities will be delivered as part of the joint project with the Department of Education on the former South Sydney Hospital site. Some community programs and events have continued, however limited due to Covid-19 restrictions in place.	On Track
Strategic planning		
Implement the Local Strategic Planning Statement through changes to the planning controls that contribute to housing and jobs targets.	Council adopted and published the Local Strategic Planning Statement and Housing Strategy in March 2020 as required by the NSW Government. Progress on key actions in the Local Strategic Planning Statement include finalisation of the Central Sydney Planning Framework in November 2021, gateway determination and public exhibition of draft controls for the Botany Road corridor, Oxford Street and North Alexandria precincts and review of the Employment Lands Strategy.	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.	There have been no updates to the Community Wellbeing Indicators (CWI) in the past six months. The existing CWI data have been used to inform and measure the updated Sustainable Sydney 2030-2050 targets. Other uses include community properties review; alignment of culture counts surveys; measurement and evaluation frameworks; advice on community need for urban renewal and state significant sites; and to inform feedback on community need and aspirations for social impact assessments.	On Track

9.S.1 Performance Measures

Development Assessments

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Average time to determine 90% of DA applications	Days	72.4	55.15	55	54.2	56.7	-	-	56.7		Watch
Average processing time for construction certificates	Days	6.85	7.28	10	7	6	-	-	6.5	A mean average of 6 days was achieved for the period, quicker than the target of 10 days	On Track
Average time to determine 90% of S4.55 applications (previously S96 applications)	Days	42.9	31.65	40	33.85	32.5	-	-	32.5		On Track
Median (net) assessment time to determine DA & S4.55 applications (previously S96 applications)	Days	55	42	45	46	48	-	-	48		Attention Required
Average time to determine 90% of footway applications	Days	31.7	12.26	35	3.2	10.1	-	-	10.1		On Track
Outstanding DA & S4.55 applications over 100 days (previously S96)	%	24	15	20	15.1	15.9	-	-	15.9		On Track

Voluntary Planning Agreements

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Voluntary Planning Agreements offers	No.	16	16	-	3	3	-	-	6	The City received a further three new offers during the quarter.	Indicator Only
Voluntary Planning Agreements executed	No.	16	17	-	5	2	-	-	7	The City executed two new Agreements during the quarter.	Indicator Only

10 Implementation through effective governance and partnerships

Partnerships across government, academia, business and community sectors; leadership in local, national and global city forums; and a proactive, resilient, well-governed organisation.

10.1 The City of Sydney is well governed.

Major Programs	Progress To Date	Status
Compliance		
Continue to deliver programs to embed risk management principles into organisational decision making.	The development of the CAMMSRisk system is nearing completion and will move into the live environment in January 2022. This system will help users better assess, treat, record, report, monitor and review risks, not just within their area, but also across the wider organisation. A variety of the support tools have been developed and will be made available to help further develop risk management awareness and embed this within day to day decision making.	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 developed and implemented a new Covid Safe Workplace Policy to reduce the risk and impacts of workers acquiring and transmitting Covid-19 in the workplace. The policy outlines controls in 4 key areas: interactions of workers and physical distancing, hygiene and cleaning, ventilation, and vaccinations. Workplace initiatives were implemented for RUOK Day in September and Mental Health Month in October. New mental health resources were promoted for staff and managers including supports to manage Covid-19 fatigue and anxiety.	On Track
Ensure 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. This has been particularly relevant as the City responded to the Covid-19 pandemic. Following the December 2021 election, a robust induction program will be released in early 2022 to ensure all Councillors are provided with the information they require to perform their civic duties and meet our legislative obligations. 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 information provision legislation, making frequently requested information publicly available where possible.	The City's website now has an increased volume of development and building information available to the public. This together with proactive awareness raising has resulted in a quarter of all informal information requests able to be fulfilled through self-service.	On Track
Continue to implement a risk based and comprehensive annual Internal Audit plan for the City in accordance with the Internal Audit Charter.	All internal audits for the FY2021/22 plan have been allocated and most are currently in the planning phase. Some reviews are scheduled to begin fieldwork in February 2022.	On Track
Ensure all electoral processes are well managed and meet legislative requirements.	Non-resident rolls for the election on 4 December 2021 were delivered to the NSW Electoral Commission ahead of schedule. Feedback will now be sought from all stakeholders on the non-residential register and NSW Electoral Commission's administration of our election. This feedback will be used to develop a plan for the ongoing maintenance of the non-residential register and delivery of the 2024 election.	On Track
Develop and implement a program of managing Crown Lands, to ensure compliance.	The seventeen Crown Land Draft Plans of Management have been endorsed by Crown Lands and were publicly exhibited 29 September - 24 November 2021. As a requirement of the Crown Land Management Regulations, the City will be seeking Minister's consent prior to reporting to Council for adoption in early 2022.	On Track

Governance

Continue to deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City.

Code of Conduct refresher training has been rolled out to all staff with positive feedback and active engagement. The refresher training focussed on conflicts of interest and complemented the launch of a new conflicts of interest register. In addition, a new policy register has been launched which includes an integrated reporting tool. The delegation review group continues to meet at least bi-monthly to consider proposed changes to the City's delegations registers. The City is also in the process of systematising additional governance registers. New complaints and allegations and investigation actions registers, both with restricted access, have been implemented and additional registers including a new delegations register will be finalised in the coming quarter.

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 Resilient Sydney Strategy for the greater Sydney region.

The Resilient Sydney Strategy continues in implementation. Sydney councils continue to adapt to the changing pandemic disruptions and health orders. Recovery investment and actions are likely to be impacted by the emerging Omicron Covid-19 variant causing further disruptions to the population and economy of the city.

Action 1: Thirteen Sydney councils are now preparing local resilience plans.

Action 7: An Affordable housing forum was held by SSROC with Community Housing providers, the NSW Government and councils.

Action 9: The Cool Suburbs rating tool is being reviewed post the pilot phase for its applicability within the upcoming SEPP as a tool to reduce urban heat in the suburbs of Sydney.

Action 13: The Resilient Sydney data platform and service continues with over 300 users from all 33 councils now using the data. Canopy cover data for all of Sydney was made available in November. The new Greater Sydney Race2Zero program to reduce community-wide greenhouse gas emissions was launched on 1st December with the Greater Sydney Commission and NSW Department of Planning and Environment.

Action 16: A program of social cohesion and wellbeing workshops is planned with local and state government for 2022.

Action 24: A collaboration with Infrastructure NSW and the global Resilient Cities Network has delivered new guidance and a tool for council and state government agencies to assess resilience of assets and asset management approaches. A workshop held in December was well attended by councils.

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 2021/22 Operational Plan and 2021 Resourcing Strategy were adopted by Council in June 2021 after public exhibition. The City's 2020/21 Annual Report including the End of Term Report are complete and are now published on the City of Sydney website. Work is underway on the 2022-2026 delivery program, the new community strategic plan and the 2022/23 operational plan and resourcing strategy.

On Track

Deliver programs to build a diverse and inclusive organisation.

Work continued on implementation of the Stretch Reconciliation Action Plan and Inclusion Disability Action Plan. This year's Gender Pay gap review was completed. The City's diversity and inclusion networks continued hosting staff events to connect staff and support them during the pandemic.

On Track

Enhance our digital capability implementing key actions from the Digital Strategy and Information and Technology Strategic Plan.

Further enhancements were made to the public DA search. A single sign on solution for the public was deployed for library systems and the WhatsOn website. Work continued for the ePlanning platform.

On Track

Implement actions and deliver programs to improve the experience of people using our services.

The City Concierge assisted small business and community groups with information relating to grants and financial assistance. The City Concierge staff visited small businesses in Pymont, Potts Point, Crown Street, Redfern Street and Glebe Point Road to inform them about the Sydney Summer Streets program and potential opportunities for their business.

Development of the City's digital channel continues with a focus on developing and implementing a Smart Digital Forms platform.

On Track

Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity assessment recommendations.	Work has commenced to develop the pilot asset management plan (Playgrounds). Asset Strategy review/development is under way.	On Track
Partner with business, communities, organisations and other levels of government to deliver the Community Recovery Plan – a plan for the social and economic recovery of our city from the Covid-19 pandemic.	The period October to December provided a short reprieve with vaccination targets met, lockdown restrictions easing, people returning to their offices (albeit still at only 24% of pre-Covid-19 levels by the end of November,) consumer confidence rising and planning for events such as Christmas and New Years Eve, festivals and other entertainment underway. The City's work to support communities and businesses continued and is outlined in detail in the Community Recovery Plan Quarterly Report. The quarter closed with the rapid emergence of the Omicron variant which means the City's work to support ongoing recovery continues. Therefore, while the initial term of the Community Recovery Plan finished with this quarter, it is proposed to continue to deliver actions under the Community Recovery Plan for another 6 months until 30 June 2022.	On Track
Continuous Improvement		
Deliver a program to improve the efficiency and effectiveness of key services.	Organisational priorities have been developed for improvement and transformation - asset management, sustainability, and venue management. Cross functional project teams have been collaborating to deliver these priority projects.	On Track
10.3 The City of Sydney is financially sustainable over the longer-term.		
Major Programs	Progress To Date	Status
Financial Planning		
Undertake reviews of project governance documentation to analyse the projected business and financial implications of all new major projects, programs and initiatives to ensure long term financial sustainability.	The City continues to model the business and financial implications of major programs, projects and initiatives to understand any impact on our long term financial sustainability. Business case reviews incorporate analysis of underlying financial assumptions and consideration of strategic alignment and proposed options.	On Track
Develop, monitor and report against the City's long term financial plan and financial recovery plan to ensure and demonstrate council's financial sustainability, and intergenerational equity.	The Q2 financial report to Council in February 2022 will reference the City's financial recovery plan, both the ongoing and emerging impacts of the Covid-19 pandemic on the City's operating results and capital expenditure. The protracted impacts of the pandemic will also be considered in the development of the City's 2022/23 operating and capital budgets, and the the next iteration of the long term financial plan.	On Track
Rates		
Continue to collaborate with government to achieve positive rating legislative reforms.	The City continues to collaborate with other councils, the NSW Government, and IPART by providing comment and feedback in relation to rates and annual charges reviews. Recent IPART reviews include the domestic waste management charges, and their review of the rate peg to allow for residential population growth, where the City has successfully argued that its entire rates base should be able to increase as recommended for all other NSW councils.	On Track
Strategic Property Management		
Continue to manage the investment property portfolio to optimise revenue opportunities.	A number of significant leasing deals have been negotiated and agreed in the year to date in buildings 343 George Street, 540 George street, Customs House and Wilcox Mofflin. The City continues to implement the Commercial Lease Code of Conduct supporting the City's tenants as they recover as well as maintaining a secure income stream.	On Track

Fees and Charges

Continued reviews and detailed costing of core services, incorporating new and/or changing services to ensure appropriate fees and charges, along with suitable levels of subsidy where applicable.

A detailed review of fees and charges continues to progress, while a detailed review of Waste Service Charges is underway in preparation for the 2022/23 budget.

On Track

Procurement

Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability.

Tendering and quotation documents include social and sustainable procurement assurance schedules, and the focus is on ensuring these are utilised and understood. Best practice, improvement opportunities and governance are a continuing focus.

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 the Office of Local Government and participate in relevant state and federal government initiatives.

The City continues to liaise with external agencies to implement and maintain best practice responses and advice on governance matters and to continue our professional networking and development. City staff attend ICAC Corruption Prevention Network Forum and other relevant forums/webinars.

On Track

Policy Reform

Research, assess and make submissions on intergovernmental policy issues to NSW and federal governments where appropriate.

The City continues to make submissions to the NSW and Federal Governments on matters impacting the city, our workers, visitors and residents. Most recently this has included making detailed submissions including: Greater Sydney Parklands Trust - draft exposure Bill; Office of Local Government - Review of the tendering provisions of the Local Government (General) Regulation 2005; and NSW Environment Protection Authority (EPA) - Draft Noise Guide for Local Government.

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.

23 projects were open for feedback from July - December 2021. This is lower than usual due to the Covid-19 lockdown and council elections. Five projects included targeted engagement with Aboriginal and Torres Strait Islander communities and four included targeted engagement with children and young people. The majority of projects involved land use planning including the public exhibition of new planning controls for Oxford Street creative precinct and the Botany Road corridor; and upgrades to nine small parks. In response to Covid-19 physical distancing requirements, most engagement activities were carried out online. The City, won the Planning Institute of Australia NSW 2021 Awards for Planning Excellence in Stakeholder Engagement for the Oxford Street Strategic Review in November 2021.

On Track

Develop Sustainable Sydney 2050, a new Community Strategic Plan underpinned by research and community feedback to set the future direction for our city.

Development of the new Community Strategic Plan is underway. A draft for public exhibition will be brought to Council around April 2022 with the final draft for adoption in June 2022.

On Track

Public access to information

Provide community information about new developments and/or changes in projects, programs and policies.

The City continues to provide regular updates to the community on a wide variety of City projects, programs and services through media releases, web and digital content, the City of Sydney News digest and our social media channels.

From October to December, a major focus was communicating public health information about Covid-19 testing and vaccination locations, as well as details of changes to the City's facilities and services as a result of the public health order restrictions.

Other key projects included the Sydney Christmas and Sydney New Year's Eve programs, CBD revitalisation initiatives, major public domain and planning announcements, grant and sponsorship funding, the street furniture rollout, and the gender pay gap review results.

On Track

Provide community access to relevant data through the City's open data portal.

Published data products were reviewed and four outdated products were retired from the Data Hub in Q2. No new data products were published to the Data Hub.

With the retirement of data products, and the addition of a data product previously omitted, 'Pedestrian counts from automated sensors – sites', the Data Hub now contains 114 open data sets and 52 other data products (interactive apps and maps, dashboards, data stories and documents).

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 collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community, including mechanisms such as the Resilient Sydney Program.

The Resilient Sydney program continued to support councils with information and advice through the ongoing adaptations required during the continuing pandemic.

The Resilient Sydney program is building a firm relationship with the NSW state agency Resilience NSW. In December the program hosted a "meet and greet" event for all Sydney based Resilience NSW staff to present and meet with Resilience Ambassadors of the 33 councils of Sydney. A program of collaborative work is being prepared for 2022/23. On 1st December, Resilient Sydney with partners Greater Sydney Commission and the NSW Department of Planning and Environment launched the "Greater Sydney Race2Zero" initiative. This program will run over two years aims to provide every council in Sydney with the data and scenario planning tools to set emissions targets and implementation plans, using the Resilient Sydney Platform. Late last year the Resilient Sydney Office released canopy cover data for metropolitan Sydney and urban forest planning guidance to all councils using data provided by the NSW Department of Planning and Environment. A final workshop hosted by the program concluded the series of three during 2021 under the initial collaboration to improve canopy cover and heat mitigation in Sydney. The City continues as an active member of Southern Sydney Regional Organisation of Councils (SSROC) supporting several recent forums on affordable housing, waste and recycling metrics and the circular economy.

On Track

State and national partnerships

Strengthen state and national partnerships through collaboration, consultation, advocacy and knowledge exchange to improve decision making and facilitate the achievement of shared objectives. Partnerships include Council of Capital City Lord Mayors and the Greater Sydney Commission.

The City continues to engage with a wide range of state and national partners to ensure shared objectives are achieved. We have engaged with metropolitan Sydney councils as well as with Ministers and Departmental representatives on issues and projects relevant to the City, such as homelessness and transport, our response to Covid-19 and how we can support the recovery of our economy. Meetings continue with relevant stakeholders in Local and NSW Government about the implementation of the Resilience Plan for Sydney. The City continues to participate in the Council of Capital City Lord Mayors, attending meetings with capital city counterparts on the night time economy, city safety, economic development, climate action, homelessness, affordable housing, community infrastructure and advocacy to the Federal Government.

On Track

International partnerships

Utilise international partnerships programs to facilitate knowledge exchange and ensure the City benefits from the best and most current knowledge and processes to improve outcomes for the community and the area, including C40 and Global Resilient Cities Network.

The City collaborated with Investment NSW on organising the NSW-Guangdong Joint Economic Meeting (JEM) on 1 and 2 December. JEM aims to unlock bilateral trade and investment outcomes and facilitate knowledge exchange of priority sectors and strengthens bilateral networks. At the Clean Economy Sub-forum, the City's CEO gave an opening speech followed by three City staff presenting on sustainable urban development, Green Square and Sydney Park water recycling system. Senior NSW and Guangdong Government and industry representatives shared insights on Net Zero, green finance and sustainable built environments.

Resilient Cities Network: Sydney presented at an 8 December 2021 Asia-Pacific webinar of the Resilient Cities Network in conjunction with the Singapore Centre for Liveable Cities. Resilient Sydney coordinated two presentations on the topic of 'Nature Based Solutions for City Resilience'. The Sydney Institute of Marine Science with North Sydney council presented on Living Seawalls, an ecological restoration project in Sydney Harbour. Hornsby Council presented on a mangrove restoration project in the Hawkesbury.

The Chief Resilience Officer has been appointed as an Asia-Pacific representative on the Global Steering Committee of the Resilient Cities Network for a two year term. Sydney presented to the European and Middle-East network cities in November on the recently released monitoring and evaluation report of the Resilient Sydney program.

C40 update: C40 provided the City with daily briefings during the COP26 global climate summit in late 2021; City staff participated in the annual C40 Air Quality Network Workshop December 2021; C40 has developed tools for heat resistant cities, active transport, congestion and cool roofs that have been distributed to relevant staff.

On Track

10.S.1 Performance Measures

Accountability and transparency

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications received	No.	55	40	-	9	7	-	-	16	Q2 figures for section 41 access applications (formals) received in the last four years are 13, 16, 12, and 7. The trend continues to decrease.	Indicator Only
GIPAA Informal Access Applications received	No.	3,946	3,751	-	1,056	830	-	-	1,886	Informal information access requests continued to decrease.	Indicator Only
Public Interest disclosures received	No	2	3	-	0	1	-	-	1	One public interest disclosure was received in November 2021.	Indicator Only

Complaints processes

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Complaints upheld regarding breaches of the code of conduct by City Councillors	No.	-	-	-	-	-	-	-	-		Indicator Only
Complaints upheld regarding fraud or corruption by City staff	No.	4	2	-	3	0	-	-	3	No complaints of fraud and corruption by City staff were substantiated in Q2 2021-2022.	Indicator Only

Workforce

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent (FTE) establishment positions	No	1,977.33	1,929.25	-	1,934.3	1,931.64	-	-	1,931.64		Indicator Only
Vacancy rate	%	9.11	9.87	-	10.34	9.8	-	-	10.07	Recruitment for some roles continued to be disrupted due to Covid-19 and skills shortages.	Indicator Only
Lost time injuries	No	54	46	-	6	1	-	-	7	During this quarter, there was 1 lost time injury. This is a decrease of 11 or 91.7% compared to the same period last financial year. Annually by quarter, the number of injuries is still trending downwards.	Indicator Only

Customer service

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Contacts via Online Business Services (OBS)	%	45.75	48	-	56	51	-	-	53.5		Indicator Only
Contacts by other channels (calls, counter)	%	54.25	51.25	-	44	49	-	-	46.5		Indicator Only
Calls answered within 30 seconds	%	67.25	68.5	65	70	49	-	-	59.5	Grade of service impacted by unplanned leave and vacancies.	Watch
Calls completed at first contact	%	87.5	93	80	90	90	-	-	90		On Track
Requests received	No.	220,247	235,727	-	52,326	53,742	-	-	106,068	Service requests received increased by 3% in Q2 of 2021/22 when compared to previous quarter.	Indicator Only
Requests actioned within agreed service standards	%	87.57	88.75	90	88	84.33	-	-	86.17	84.33% of requests were actioned within agreed service levels, which is within tolerance level of agreed service standards of 90%. Service level is impacted by both complexity of requests and delays due to the pandemic.	Watch

Glossary

BASIX – Building sustainability index, is a NSW Government planning measure to reduce household electricity and water use by setting minimum sustainability targets for new and renovated homes.

CALD – Culturally and linguistically diverse peoples referencing the many Australian communities that originally came from different countries and therefore have cultures and languages that are different to those of Australians born here generation after generation.

CBD – Central Business District. The Sydney Central Business District is the historical and main commercial centre of Sydney. Geographically, its north-south axis runs from Circular Quay in the north to Central railway station in the south. Its east-west axis runs from a chain of parkland that includes Hyde Park, The Domain, Royal Botanic Gardens and Farm Cove on Sydney Harbour in the east, to Darling Harbour and the Western Distributor in the west.

CCAP – Climate Change Action Plan - City is a web-based software application owned by Kinesis designed to aggregate, analyse and report disparate urban data to measure, track, report and manage energy use and sustainability performance.

CWI – Community Wellbeing Indicators developed in partnership with the Institute for Sustainable Futures at the University of Technology, Sydney and the McCaughey Research Centre from the University of Melbourne which provide a critical evidence-base on changing trends and issues affecting the community over time that can inform policy development and service provision investment planning.

DCJ – Department of Communities and Justice supports vulnerable people and families to participate in social and economic life and build stronger communities.

DPIE – Department of Planning, Industry and Environment provide services in urban and regional planning, natural resources, industry, environment, Aboriginal and social housing, and regional New South Wales.

EPA – NSW Environment Protection Authority is the primary environmental regulator for New South Wales. Its purpose is to improve environmental performance and waste management for NSW.

HART – Homelessness Assertive Outreach Response Team is a partnership between NSW Department of Communities and Justice and City of Sydney who collaborate with specialist health, homelessness, and other non-government services to provide services for people sleeping rough.

ICAC – The Independent Commission Against Corruption in an independent organisation to protect the public interest, prevent breaches of public trust and guide the conduct of public officials in the NSW public sector.

IPART – Independent Pricing and Regulatory Tribunal. Is the independent regulator that determines the maximum prices that can be charged for certain retail energy, water and transport services in New South Wales and also reviews certain matters relating to local government, including the annual rate peg.

LGA – local government area. The Sydney LGA is made up of 33 suburbs wholly or partly contained within our Local Government Area boundary. They are Alexandria, Annandale, Barangaroo, Beaconsfield, Camperdown, Centennial Park, Chippendale, Darlinghurst, Darlington, Dawes Point, Elizabeth Bay, Erskineville, Eveleigh, Forest Lodge, Glebe, Haymarket, Millers Point, Moore Park, Newtown, Paddington, Potts Point, Pyrmont, Redfern, Rosebery, Rushcutters Bay, St Peters, Surry Hills, Sydney, The Rocks, Ultimo, Waterloo, Woolloomooloo and Zetland.

MPEP – Major Properties Efficiency Project, implemented by the City to investigate and deliver cost-effective options for reducing emissions generation and water consumption at 14 City properties which together account for at least 80% (electricity), 95% (gas) and 70% (water) of utility usage across the City's property portfolio.

NABERS – National Australian Built Environment Rating System is a national rating system that measures the environmental performance (energy efficiency, water usage, waste management and indoor environment quality) of Australian buildings and tenancies and their impact on the environment.

PPE – Personal protective equipment or clothing used and/or worn to provide personal health and safety.

RMS – Roads and Maritime Services is an operating agency within TfNSW responsible for setting the strategic direction and guiding an extended network of public and private service delivery agencies to provide improved transport outcomes.

SMART System – the sustainability management and reporting tool used to record and report the Council's utility consumption for its buildings, parks, civic-spaces and street lighting.

SRAP – Stretch Reconciliation Action Plan. Adopted by the City in 2020, this reconciliation action plan outlines our vision and action we will take for reconciliation that values the living cultures of Aboriginal and Torres Strait Islander people, embraces the truthful reflection of the history and experiences of First Nations peoples, and is dedicated to equity, opportunity and respect for Aboriginal and Torres Strait Islander communities.

SSROC – South Sydney Regional Organisation of Councils is an association of 11 councils spanning Sydney's southern, eastern, central and inner west suburbs which provides a forum through which member councils can interact, exchange ideas and work collaboratively to solve regional issues and contribute to the future sustainability of the region.

TfNSW – Transport for NSW is responsible for improving the customer experience, planning, program administration, policy, regulation, procuring transport services, infrastructure and freight.