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"I've just become an Australian Citizen. My wife and I arrived from China three years ago"

Almost 46% of residents in our Local Government Area (LGA) were born overseas, 1,539 people became Australian citizens in 2006/07. Around 32% of residents in our LGA speak a language other than English – Chinese, Indonesian, Greek and Russian are the most commonly spoken languages.

"I rescue lost souls"

Sydney has 130 City Rangers – one of their roles is to hand out visitor information maps and help visitors find their way around our city. In 2006/07 City Rangers distributed around 1,200 maps. It is estimated that the city's hotels accommodate around 26,000 visitors a night.

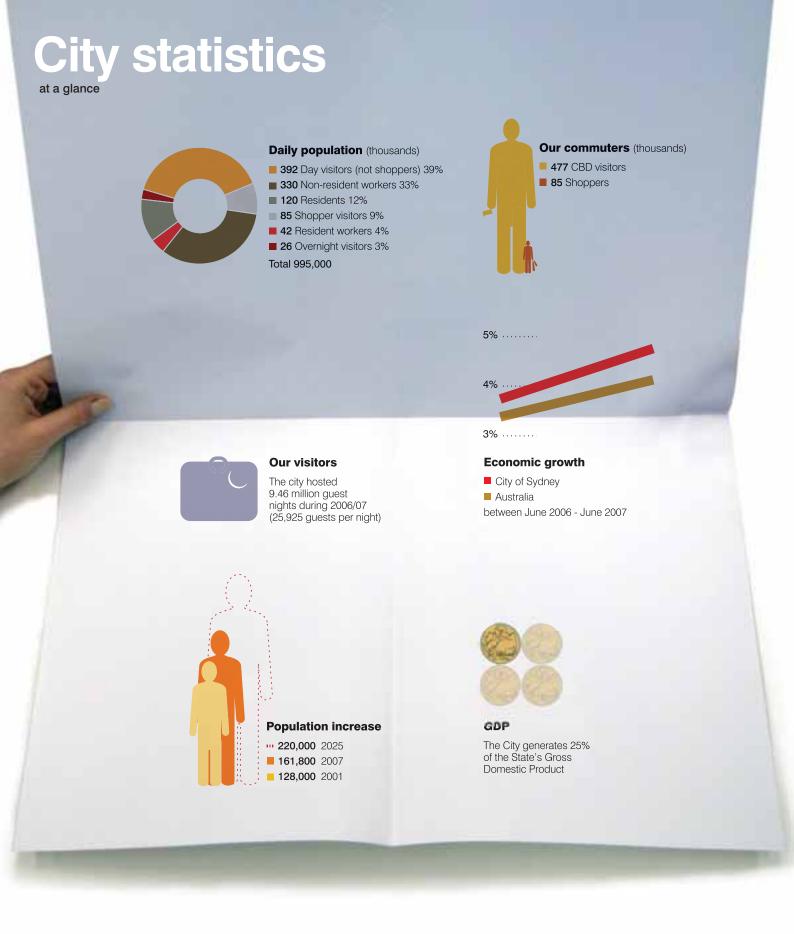
"I work in IT and earn \$309 a day"

There are around 330,000 non-city residents who commute to the city to work each day.

The average weekly family income in our city is \$1,819 – higher than the national average of \$1,171 a week.

"I've just hit the big 3-0, and I'm back at Uni"

The median age of our residents is 32 years, the youngest in the state. Our city also has the most highly educated workforce in Australia, more than 30% of residents hold a bachelor degree or higher.



Our economy

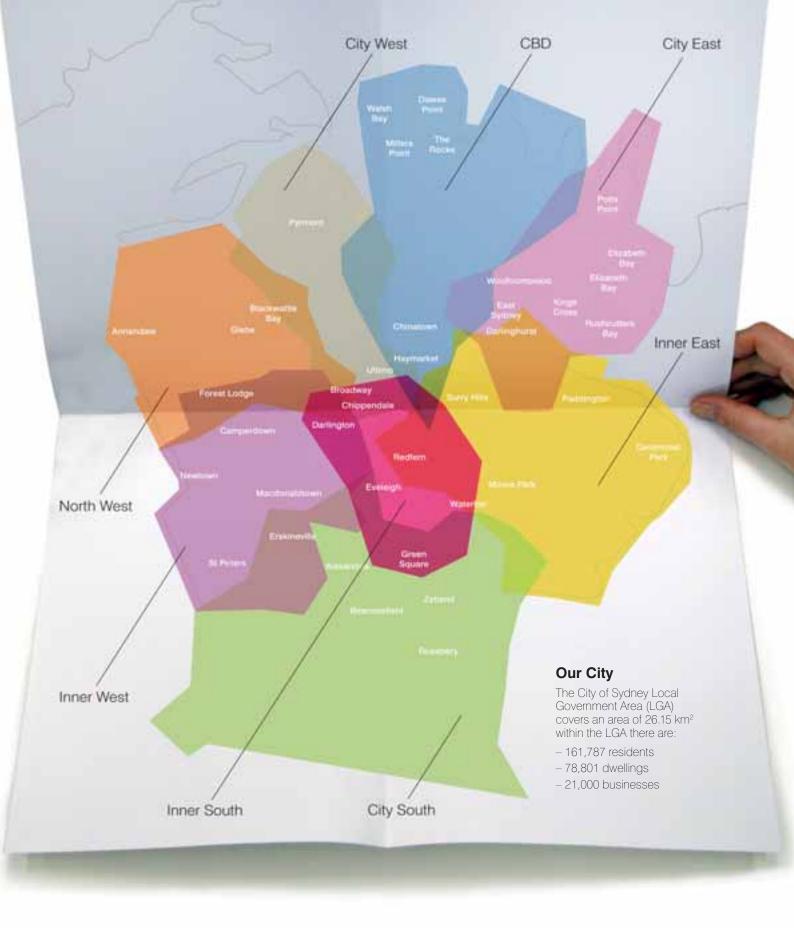
In the past 12 months our city's economy has increased by around 4.8 per cent. It continues to be stronger than the economy of metropolitan Sydney and is tracking at 1.5 per cent higher than national economic growth.

There are approximately 25,000 separate business establishments in the LGA – far greater than any other area of Australia. Businesses within the LGA account for around 25 per cent of the State's Gross Domestic Product.

Our commuters

It is estimated that 477,000 people visit the CBD daily to visit professional services, shop, be entertained or meet their friends. Around 86,000 people visit the LGA each day with shopping as their main purpose.

372,000 people contribute to the City's workforce including 330,000 workers who reside outside the LGA.



Our visitors

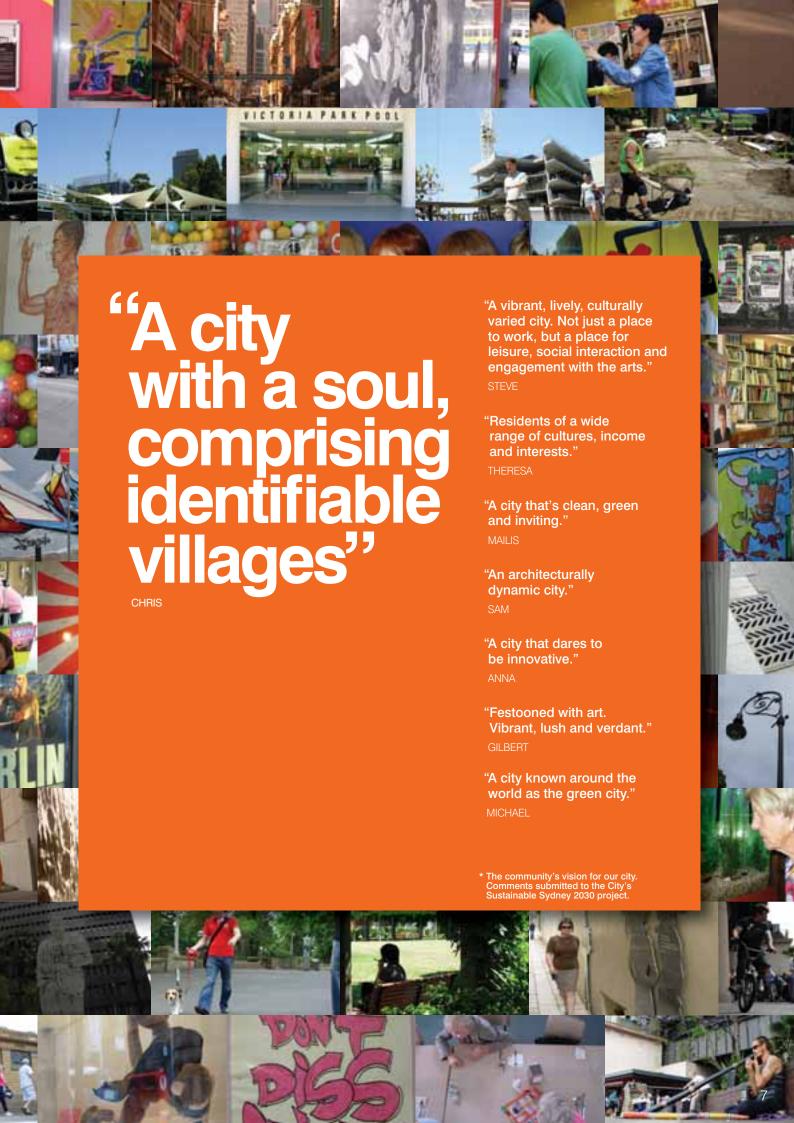
Sydney continues to be celebrated by international travel publications as one of the best cities in the world and one of the world's favourite destinations.

During 2006/07, Sydney hosted around 9.46 million guest nights – 25,925 visitors were accommodated in the city's hotels each night, an increase of 4.7 per cent on last year's figures.

Our city's hotels maintained an average occupancy rate of 81 per cent.

In 2006/07, Sydney hosted 13,468 international visitors.





From the Lord Mayor

I am proud to present this report on the City of Sydney's achievements this year. We've worked to preserve and enhance the liveability of our neighbourhoods and to protect the qualities that make Sydney a special place to live, work and visit.

In 2006/07 we began work on Sustainable Sydney 2030 — an ambitious project to envisage and create the city we want for the next generation and beyond. Our rigorous consultation program has told us that Sydneysiders want their city to be global, innovative and edgy, walkable, equitable, humane and creative.

Throughout the year we hosted forums with local Mayors; developed with the Council of Capital City Lord Mayors a new national cities policy that we put to the Federal Government and Opposition; and joined the C40 Large Cities Climate Leadership Group with the leaders of the world's largest cities.

Our capital works projects for 2006/07 made significant improvements to open space, the public domain and public facilities, including:

- Completion of Stages 2 and 3 of the Glebe
 Foreshore project. This \$15.1 million project provides
 a community space at Bellevue House and has
 reclaimed the foreshore for public enjoyment.
- Completion of the 7,500 square metre Harmony Park in Surry Hills, a new park in the inner-city.
- Commencement of the \$20 million project to develop the Surry Hills Community Centre, featuring six-star environmental principles and a range of ecologically sustainable design elements.
- Revitalisation of Redfern village through upgrades to Redfern and Regent streets, tree plantings and commencement of work on the new Redfern Park.
- Opening of the lan Thorpe Aquatic Centre.
 Residents in the west of our city now enjoy worldclass swimming and recreation facilities.
- Work commenced on the former Water Police site to create a large and beautiful foreshore park over the next year.
- The new village at Green Square moved though several critical milestones, with planning controls adopted by Council and design work for the Town Centre public spaces underway.
- Streetscape upgrades and tree plantings throughout the CBD continued to enhance the pedestrian amenity across our city, encouraging people out of their cars.
- Restoration has begun on the Paddington Reservoir and Walter Read Reserve, bringing a long-forgotten park back to life for the people of the City East.
- Many local parks, reserves and playgrounds are being upgraded, with work complete at Barcom Avenue Park, Darlinghurst, and Frog Hollow in Surry Hills.

The City's Environmental Management Plan was approved by Council in June 2007 to map out ways to protect the future of our city. The plan identifies 53 priority actions with targets for clean air, less waste, and more efficient use of energy and water.

One of our key environmental commitments is to become Australia's first carbon neutral council through a combination of energy-saving measures and use of 100 per cent accredited GreenPower.

The City has introduced a range of measures to protect the supply and quality of our water, including the development of water re-use programs to save 72 megalitres of water each year – equivalent to about 50 Olympic swimming pools.

Council planted 2,030 trees this year and increased protection of city trees by extending the Register of Significant Trees. Sydney's open space was extended to 377 hectares or 23.2 square metres per person.

Our ambitious environmental targets will also be achieved through plans for better access for cyclists and pedestrians, and advocacy for an integrated public transport system. We adopted plans to more than double the number of bike trips in the city over the next five years and engaged the internationally renowned expert, Professor Jan Gehl, to develop pedestrian improvements that will contribute to our city's sustainability and vitality.

We've also established a new Design Advisory Panel and Public Art Advisory Panel, enlisting some of Australia's best creative thinkers to raise the quality of design for our city's buildings and public spaces.

The development of our Local Action Plans brought residents together to talk about significant community issues, and create prioritised lists for projects to improve the amenity of their neighbourhoods and enhance the quality of life in our city communities. I thank everyone who contributed to the plans and I look forward to continuing to work with our communities over the next 12 months as we complete this exciting array of projects.

In addition to our community forums, a restructure of our call centre and changes to our website have improved access to information on City services and provided more opportunities for residents to participate in civic life.

Our libraries and community centres continue to enrich city life, with our community safety strategies strengthened though the adoption of a new Safe City Strategy. This year, the City allocated \$6 million in grants and funding to community groups and services. This included funding through our important new grant programs for environmental and heritage protection.

We also produced Live Green, a highly successful new event to promote practical environmental action, and we continued to support Sydney's vibrant arts and cultural scene through festivals and events ranging from New Year's Eve, Mardi Gras and Chinese New Year, to the Sydney Festival, Sydney Film Festival, Sydney Writers' Festival and Art & About. Our local festivals, including Primo Italiano in East Sydney and Waterloo's Danks Street Festival, continued to grow in popularity this year.

I would like to recognise and thank all Councillors and our team of dedicated City administrators and department heads, led by CEO Monica Barone, for their work in creating a richer, more sustainable and more beautiful city.

Clover Moore MP





The Council



Clover Moore MP Lord Mayor

Clover Moore is an independent who has made open space, residential amenity, appropriate development, and social justice the trademarks of her political life. She is committed to the liveability of our city through a healthier environment, enhancing public transport, and protecting Sydney's public lands and foreshores.

Clover works for political reform and public accountability. She addresses tough city problems through progressive solutions based on a commitment to sustainability, equity and collaboration with community.

Clover was elected Lord Mayor in March 2004. She is the first popularly elected female Lord Mayor in the City's 165 year history. She has a decade's experience as an Independent Councillor in inner Sydney local government.

Since 1988, Clover has been State MP and used the balance of power opportunity in Parliament (1992-95) to achieve reforms including fixed four-year terms.

In 2004, Clover established the Lord Mayor Clover Moore MP Salary Trust to donate her Lord Mayor's fees to help the City's most disadvantaged people and to promote animal welfare. The Trust has distributed over \$400,000.

She looks to her next year as the opportunity to establish a plan for Sydney's future. Created through collaboration, Sustainable Sydney 2030 will set a vision and strategy for Sydney as a prosperous, attractive, tolerant, culturally active, diverse and outward looking city.



Tony Pooley Deputy Lord Mayor

Tony Pooley is determined to ensure that the City's significant resources are shared equally by all residents. He is committed to making Sydney an inclusive, accessible and sociallyresponsible world city that provides for all, but particularly those in need.

Tony is interested in the City's provision of community services. especially childcare and services which focus on people with disabilities and seniors.

Tony is a former Mayor of South Sydney Council. He is a long term resident of Redfern where he lives with his partner Joanna and daughter Beth.

While acknowledging the significant investment that council has made to recreational and community facilities over the last five years, he believes that as more families live in the city, and our population ages, the demand for community services and recreation facilities will only increase.

"The City of Sydney has a very significant responsibility to assist in the support of our increasingly diverse community. Our major challenge is to ensure that the City caters for people of all ages and all backgrounds.





Phillip Black Councillor

Phillip Black lives in Surry Hills and also works in the area within the tourism industry.

Phillip's vision for the City is one that celebrates its range of cultures and beliefs, welcomes visitors, and provides a high quality of life for its residents.

He is a champion of policies and projects which actively support an inclusive and tolerant Sydney and is committed to providing a voice for Sydney's gay and lesbian communities.

A long-time advocate for protecting the city's built heritage and open space, Phillip was awarded the Centenary Medal in 2001. He is dedicated to maintaining and promoting Sydney's heritage and glorious natural assets including its harbour foreshore and green spaces.

During 2007/08, Councillor Phillip Black will serve as the Deputy Chair of the City's Environment and Heritage Committee and Deputy Chair of the Development Assessment Sub-Committee. He is also a member of the Central Sydney Planning Committee.

Phillip currently serves as a Governor of the Centennial Parklands Foundation and is a member of the Dictionary of Sydney Board and Sydney Community Foundation Board.





Verity Firth

Councillor

Verity Firth is an avid supporter of strong local environment and planning controls that enhance city living for residents while also providing quality community services.

Verity is passionate about ensuring that residents have access to affordable and quality childcare and that the City is involved in the provision of affordable housing for residents.

Verity enjoys the wide ranging roles that Council is involved in: "Council certainly must provide those basic services that people expect such as garbage collection and keeping our parks and streets clean, but Council also provides grants to organisations to extend vital community services, it can set benchmarks for environmental sustainable buildings and affordable housing, and make real differences in the lives of our residents."

Verity grew up in Glebe and continues to live there with her husband Matthew and daughter April.

After the State Election in March 2007, Verity Firth was elected as the Member for Balmain and is the Minister for Women; Minister for Science and Medical Research; Minister Assisting the Minister for Health (Cancer) and Minister Assisting the Minister for Climate Change, Environment and Water (Environment) in the State Government.





Chris Harris Councillor

A small business owner for more than 25 years and a resident of Chippendale, Chris Harris is the first Greens councillor to be elected to the City of Sydney.

Chris wants Sydney to be a self-sufficient city. One that captures its own water, recycles its waste water and sewage and is powered by 100 per cent renewable energy. He wants a city where the car is no longer the master, with a first class bicycle network, quality open space and streets that attract life and activity. "Sydney must embrace an efficient, economical and accessible public transport system."

During his time in office, Chris has restored the disability access committee and secured a specialist disability access position on Council staff. He was key in Council's move to 100 per cent renewable energy for power and street lighting and the implementation of a car-share trial. He has been a strong voice in the ongoing discussions about the development of the CUB site in Chippendale and helped engage with the developer about generating power on site and creating a water factory to capture and recycle water.

In the coming year, Chris will continue to promote sustainability and work to improve laws that affect apartment dwellers.





Marcelle Hoff Councillor

Marcelle Hoff is an Independent Councillor with a firm commitment to community participation in government. She actively promotes the concept of shared obligation and values the skills, capacities and aspirations of residents and ratepayers.

Marcelle advocates socially responsible behaviour and works to generate, support and nurture a broad range of practical and creative projects. Her strong belief in social justice and personal responsibility will see her continue to support policies and programs that are dedicated to providing inclusive, equitable and accessible services to the city's diverse population.

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

"Our Council has accomplished a great deal since I was elected in 2004. Our Sustainable Sydney 2030 Strategies will ensure that our future in this global city is human, liveable and dynamic."

During 2007/08 Councillor Marcelle Hoff will serve as the Lord Mayor's alternate on the Sydney Festival Board. She is also the Deputy Chair of the Cultural and Community Services Committee, a member of the Community Consultation Committee for the Sydney Medically Supervised Injecting Centre, and a Trustee with the Clover Moore MP Salary Trust. Marcelle also serves on the board of the Millers Point Youth and Employment Partnership.





Robyn Kemmis Councillor

Robyn is an Independent Councillor who is committed to the participation of community members in local government matters and decisions that affect their lives.

She studied and undertook research at the Universities of New England and Essex, and spent some years in London working in publishing and tourism. After holding several senior management positions within the NSW Public Service, Robyn retired as Deputy-Vice Chancellor (Administration) at the University of Technology, Sydney (UTS). In 2002 Robyn was admitted to the honorary degree of Doctor of the University of Technology, Sydney, and in 2003 she was awarded a Centenary Medal for service to Australian society in business leadership.

Robyn is committed to engaging the community in local government matters and is a firm believer that an active and involved community achieves greater social and sustainable outcomes and enhances the quality of life in the city.

Robyn lives in Glebe and is committed to Council providing the best possible services, supporting its many communities and business, and enhancing the long-term sustainability of the City, environmentally, physically and financially.

In the next twelve months she hopes to continue to work on projects that support the City's vision of making Sydney a more inclusive and accessible city.

During 2007/08, Councillor Robyn Kemmis will serve as the Deputy Chair of the City's Major Development Assessment Sub-Committee.

Lobyw Louris

The Council







Michael Lee

Councillor

A Federal MP for 17 years and Minister for Communications, the Arts and Tourism in the Keating Government, Michael was elected a councillor on the City of Sydney in 2004.

Michael is an electrical engineer and lives in Woolloomooloo. He has been an energetic advocate for directing additional resources into the southern half of the city to provide more equitable access to recreational facilities and council services.

Michael supports strong planning laws that protect the city's heritage buildings, promote better urban design and encourages employment growth for city residents. He also supports city programs that nurture cultural and community festivals throughout the city such as the Sydney Film Festival and the Chinese New Year celebrations.

Councillor Michael Lee is an independent non-executive director of Country Energy, Macquarie Airports and DUET. He is the honorary Chairman of the Central Coast Campuses Board and a member of the NSW Architects Registration Board.

Milhael hee

Shayne Mallard

Councillor

Shayne Mallard has served the inner city community as an elected Councillor for more than seven years. Previously a member of South Sydney Council, Shayne is the first Liberal party Councillor to be elected to City of Sydney. Shayne lives in Potts Point and works in William Street with a public affairs firm.

A keen cyclist, Shayne actively promotes the traffic and transport solutions as well as the health and environmental benefits provided by two-wheeling around the city. He has been a major influence in the development of Council's new bicycle plan.

Shavne has also worked to enhance public open space and improve the public domain over the city's parkland and harbour foreshore areas. In the next twelve months he will continue to push for improvements to our city parks and streetscapes with more tree planting and quality urban design. He is also keen to see more accessible and regular art events and exhibitions across the city.

As a strong supporter of urban renewal and responsible growth in the city, Shayne advocates sustainability in design, resource usage and transport associated with all development activities.

During 2007/08, Councillor Shayne Mallard will serve as the Deputy Chair of the City's Finance Properties and Tenders Committee.

Sejne Mallad

John McInerney

Councillor

An Architect and Town Planner with a special interest in heritage, John McInerney was instrumental in the positioning of Sydney as "a city of villages" and is a strong advocate for preserving and celebrating the individual character of our inner-city communities.

John lives in Redfern, works full time as a Councillor, and sees an integrated public transport system as the vital link between the city, its villages and surrounding municipalities.

John is committed to overhauling city planning instruments and providing the city with greater pedestrian access and an increased number of cycleways. He believes sustainability and climate changes issues will drive all our future planning strategies and that all levels of government - Federal, State and Local – must be more focused on working together for the benefit of the community.

During 2007/08, Councillor John McInerney will serve as the Deputy Chair of the City's Planning Policy Sub-Committee, Chair of the City's Traffic Committee and Chair of the Small Permits Approval Panel. He is also a member of the Central Sydney Planning Committee.

J. M. M. Dung

From the CEO

The City of Sydney has a unique perspective on Sydney, creating and implementing the strategies that shape our future while directing the day-to-day operations to ensure a functioning, clean, safe and accessible city.

Sound planning and leadership throughout 2006/07 resulted in the delivery of \$420 million of services, projects and programs for our community, including a \$103 million investment in capital works.

The City also achieved a strong financial result with an end of year surplus, before capital expenditure, of \$103.2 million*. With continued careful and considered planning, this surplus provides the City with opportunities to expand its programs to enhance the liveability and appeal of our city and its villages, while ensuring the City remains debt free.

In my first full year as CEO, the City significantly increased its interaction with the Sydney community, including business groups. We repeatedly encouraged community members to "have their say". Improved communications strategies captured community interest and encouraged more people to engage with the City's processes.

Extensive public consultation led to the development of eight Local Action Plans with 1,000 action items to be implemented throughout the LGA. These projects, nominated by the people, will improve neighbourhood community facilities and strengthen the unique character of each of the city's villages.

We also began an ambitious and wide ranging community consultation program – Sustainable Sydney 2030. This project will deliver a plan to guide the development of the City of Sydney LGA for the next generation and beyond.

Key projects completed during 2006/07 include:

- Ian Thorpe Aquatic Centre in Ultimo
- Harmony Park in Surry Hills
- Stages 2 and 3 of Glebe Foreshore Walkway

Many other exciting projects were launched, including:

- Surry Hills Community Centre
- Water Police Site at Pyrmont
- Walter Read Reserve at Paddington

These projects are expected to be delivered in 2008 or early 2009.

The City's ability to deliver quality services and programs relies entirely on its ability to attract and retain highly skilled and energetic staff. Following a review of management structures by KPMG, new divisions were implemented in early 2007 and the organisational structure was modified to create more effective communication across the organisation, improve productivity and increase the efficient delivery of City programs.

We also strive to be an employer of choice. In 2006/07, we invested \$1.5 million in staff training and development and provided traineeships to more than 200 staff in areas such as frontline management, civil construction, customer care, horticulture and regulatory services.

Working to ensure an equitable workplace culture, the City also has a Women in Leadership Program. Formed by senior female managers, the program includes mentoring, networking opportunities, sponsored breakfast seminars and quarterly lunch briefings. High profile women who hold leadership roles are guest speakers at these events.

In 2006/07, the City established a partnership with the Aboriginal Employment Service to provide traineeship opportunities for Indigenous students. Five students have undertaken a schools-based traineeship with Council and the success of this year's program will see it expanded in the coming year.

In order to increase awareness of workplace safety, the City introduced an OH&S Innovation Awards program in November 2006. The Awards recognise individuals and teams who contribute innovative and creative ideas that improve workplace safety. Advances in OH&S have seen the City's Lost Time Injury Frequency Rate reduce to 9.43 days, an outstanding result against the target of 17.72 days.

Our health initiatives have helped us achieve a reduction in sick leave – from 7.65 days per employee in 2005/06 to 7.04 days per employee this year.

Two years ago, Council directed the City to take a leadership role in improving the environmental performance of our facilities, services and operations and to set real targets for environmental change across the LGA. In the past 12 months the City has made real advances in its goal of becoming a carbon-neutral council by 2008 and has taken a broad approach to its action on climate change.

In June 2007, Council adopted the City's Environmental Management Plan, which established targets for reductions in greenhouse gas emissions, reduced energy and water consumption, and waste minimisation. It also adopted a Bicycle Strategy and Action Plan which seeks to deliver environmental and social benefits through increase cycle access throughout the LGA. The City is now working towards creating the infrastructure and educational programs to support the strategy.

Council has also begun work on making the city more pedestrianfriendly, engaging Jan Gehl to undertake a study and provide recommendations to develop strategies and plans to achieve a better balance between the city's people and its cars.

The past year also saw the City undertake its first annual Live Green event. Designed to encourage and promote sustainable living, it attracted more than 10,000 people. Powered entirely by green energy, it was also our first greenhouse gas emission—free event.

In the last 12 months we have worked towards creating a better Sydney and through our various projects, including Sustainable Sydney 2030, we've begun to gain a real sense of what that future could be. I look forward to working with the community, Councillors and City staff to build a city we are all proud of, a Sydney we all want to live in and be a part of.

Monica Barone Chief Executive Officer

* A full report is available in the Financial Statements which form part of the City's Statutory Returns.



The Directors



Monica Barone

Chief Executive Officer

Policy development and providing the administrative functions that allow the City to operate are at the core of this division's responsibilities.

Units within the division manage all the City's occupational health and safety and employee services including recruitment, payroll, staff training and development. The City's legal services and processes relating to provision of information under the Freedom of Information Act are also managed by this division.

P.M. Barae



Petar Vladeta

Director Legal Services

Responsible for facilitating all the City's legal needs, including providing specialised advice on legislation, the Legal Services team works across a diverse range of areas and is involved in every aspect of the City's work.

Land and Environment Court matters, drafting and negotiating commercial contracts, protecting intellectual property rights, and administering the City's response to all requests lodged under the Freedom of Information Act, are a few of the matters this division deals with.

M



Director Corporate Services

The Corporate Services division provides finance, property, information management and council business services, is responsible for risk and internal audit functions, as well as managing the City's parking meters, car parks and customs house facilities.

Further development and implementation of enterprise risk management, strategic asset planning as well as business planning and performance processes occurred over the past year. Significant progress was also made on finalising the Green Square Town Centre contractual arrangements, preparing specifications for the property services tender and actioning customer service initiatives.





Delivering the City's community consultation programs, managing all of the City's marketing programs and staging City events – including New Year's Eve celebrations – are some the activities undertaken by the City Engagement team.

Communicating with the city's residents and fostering interaction between the Council and the community is the division's main objective.

The division also supports all of Council's operational activities by providing specialist advice and marketing communications services including: public relations; collateral production including the design of publications and other promotional materials; publicity services and media management.





Michael Leyland

Director City Projects

Capital works is the domain of the City Projects division – the parks and reserves, buildings and community facilities, roads and streetscapes that create our urban environment.

From feasibility studies to concept development and design, community consultation through to construction, each phase of every project is managed by this division to ensure the highest levels of design quality and useability.

The City's eight Local Action Plans – the priority improvement projects developed by communities for their local area – are also implemented by this division.

KeGheylan of



Garry Harding

Director City Community & Cultural Services

The largest of the City's divisions, this area manages all operational aspects of Council's work including: security and emergency management; community programs and services; and environmental and waste services.

The division has responsibility for roads, parking, footpaths and street furniture; recycling and street cleaning; community facilities including parks, pools, libraries and community centres. It also manages childcare services and community support programs.





Michael Harrison

Director City Strategy & Design

This division is at the forefront of city planning, its responsibilities extend across environment, transport – including public transport, pedestrian and cycle planning - and the city's economic sustainability.

Researching and developing strategy in consultation with the community and the city's numerous business stakeholders is part of this division's charter. Units within the division are also responsible for a major review of the City Plan and its controls on development, and the Sustainable Sydney 2030 project - the City of Sydney's vision for the future. Sustainable Sydney 2030 places a strong emphasis on the environmental amenity and built quality of the city.





Giovanni Cirillo

Director City Planning & Regulatory Services

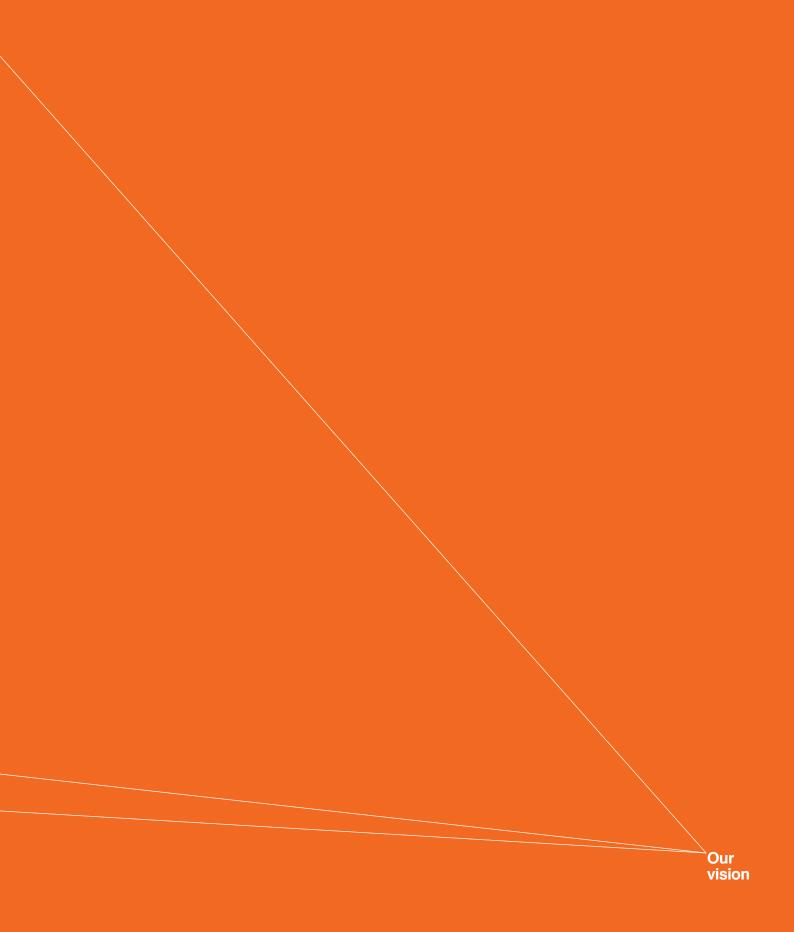
This division is responsible for the City's building developments. In particular, it deals with Development Applications (DAs), Construction Certificates (CCs), public health and fire safety inspections, building compliance and prosecutions. The division is one of the most efficient in NSW, processing some 2,600 DAs in 2006/07, worth more than \$2.5 billion, at an average processing time of 37 days.

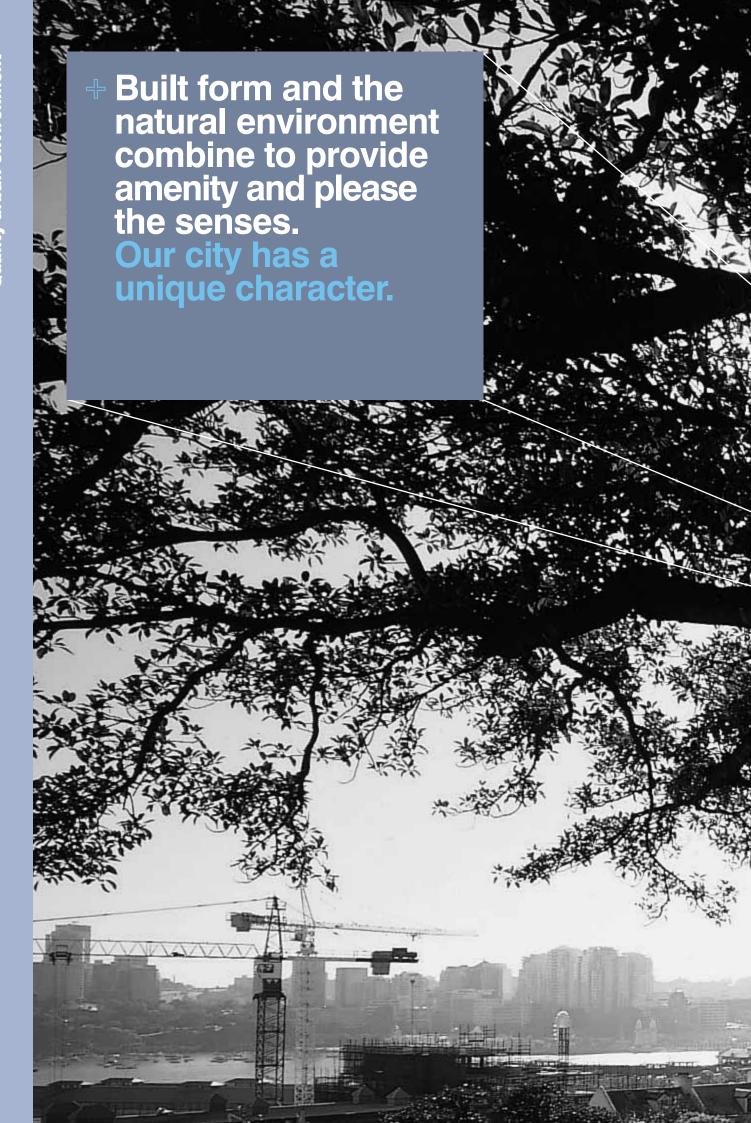
The division also actively engages with the community. In the past year more than 600,000 letters were sent to residents and property owners notifying them of new projects in their local area and inviting comment. DAs are also displayed on the City's website.



Sydney is a tolerant, diverse and prosperous 'city of villages' that provides a high quality of life and amenity for residents, businesses and visitors. Sydney's people feel a strong sense of belonging and are empowered to participate in the opportunities the City offers. We value our rich natural, cultural and urban heritage. By building upon this strong foundation and through our commitment to sustainability, equity and civic collaboration, Sydney is a flourishing and outward-looking city of which its communities are justly proud.

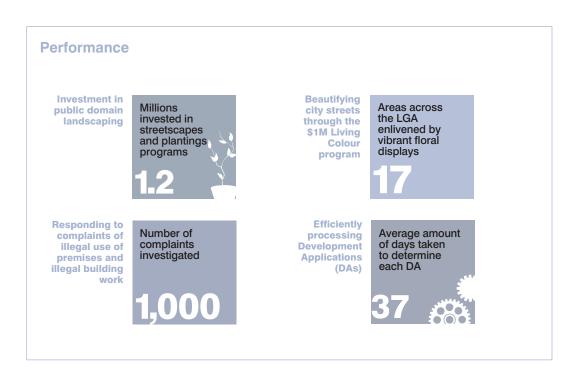
Review of operations







The City fosters sustainable growth and change through high quality development that respects and reinforces the natural environment, character and heritage of its CBD, villages and places.



Update on priority projects

Development Activity

During 2006/07 development activity within the City of Sydney LGA remained strong. The City received 3,600 development related applications including 2,609 new Development Applications (DA's) with a combined value of more than \$2.5 billion.

As at 30 June 2007, projects worth more than \$408 million were under construction.

Construction completed within the LGA during 2006/07 was valued at \$1.59 billion.

Urban Renewal

In 2006/07 work continued to inform the new City Plan, the City's overarching planning document that controls all development within the LGA.

The City also continued to advance its major urban renewal project Green Square, the largest urban renewal project in the state. Extensive public consultation programs and environmental management controls are shaping Green Square as a showcase of sustainable development.

Design Advisory Panel

In April 2007, the City established a Design Advisory Panel to review major development proposals. The panel, drawn from Sydney's leading urban design, architectural and planning experts, will help the City continue to maintain high standards of design.

The Design Advisory panel will guide development to improve the public domain and will ensure public and private projects achieve the City's environmental commitments.

The panel, alongside the community and leading experts in culture, economics and transport, will also play a role in shaping the Sustainable Sydney 2030 plan.

Design Advisory Panel members are:

- Ken Maher, Chairman, Hassell Pty Ltd
- Professor James Weirick, UNSW faculty of the Built Environment
- Kerry Clare, Director, Architectus Pty Ltd
- Peter Mould, NSW Government Architect
- Maria Atkinson, Head Global Sustainability Lend Lease, former CEO Green Building Council
- Elizabeth Ann Macgregor, Director MCA
- Rob Adams, Director Design and Culture, City of Melbourne Council
- Richard Johnson, Johnson Pilton and Walker Pty Ltd

Public Art Advisory Group

In 2006/07 the City began work on new Public Art Policy, Public Art Strategy and Public Art Guidelines including investigating the appointment of a Public Art Advisory Group to assist Council in implementing its vision for public art.

The Public Art Advisory Group will provide the City with expert independent advice in the selection of public artists, the commissioning of new public art projects, the removal of existing works, and in the assessment of public art proposals in private developments.

Parks and Open Spaces

We continued our extensive works programs to upgrade parks and open spaces.

- Hyde Park Main Avenue Tree Replacement. In 2006/07 the City developed a management plan for replacing damaged or diseased trees in Sydney's oldest and most celebrated parks. Following the completion of technical specifications for suitable replacement trees, an extensive tender process to source advanced trees was undertaken. A new 5-15 year contract will provide the City with trees for future replacement programs.
- Erskineville Oval. The City's \$160K upgrade of Erskineville Oval saw the grounds laser levelled and re-turfed and a new kiosk installed. These works allow the South Sydney Rugby League team to train here while the City carries out major upgrades to Redfern Oval.
- Wentworth Park. The City's \$500,000 park project saw pathways and pedestrian entrances upgraded and, new lighting, playground and fitness circuit equipment, shade sails and seating installed.
- Tobruk Reserve, Waterloo. The Reserve's sandstone war memorial was upgraded and additional landscaping works were undertaken to improve the presentation of the park.
- Edmund Resch Reserve, Redfern. In 2006/07 upgrades to this local neighbourhood park included landscaping that features the City's first Wollemi Pine in a public park.
- Franklyn Street Playground Extension, Glebe. In 2006/07, the City worked with the local community to manage improvements to this neighbourhood park with residents contributing to the design of the playground. The addition of 200 square metres of open space from the Department of Crown Lands allowed for larger landscaped areas to be incorporated into the playground design.

Living Colour Program

The City continued its very successful \$1M Living Colour program with planter boxes creating floral art pieces throughout the LGA. In 2006/07, the 13 different display themes included designs celebrating the 75th anniversary of the Harbour Bridge and Chinese New Year. This year the Living Colour program was also extended to Darlinghurst Road and Oxford Street.

Public Domain Weed Control

The City developed a new service standard for weed control management. Protocols have been developed to alert the public to upcoming weed eradication programs and specialist contractors deliver the service.

Health and building

In 2006/07 an improvement in staffing levels and a focussed effort on achieving health inspection targets allowed the Sydney's Health and Building Team to achieve an overall increase in inspection numbers. During the year there has been a significant increase in the number of premises prosecuted for non-compliance or closed due to repeated health and safety violations. As result, the city's residents and visitors enjoy a higher level of public safety and amenity.

Ian Thorpe Aquatic Centre. In 2006/07 the City developed a new management model for the operation of the City's newest aquatic facility – the \$40M Ian Thorpe Aquatic Centre in Ultimo. The City engaged the YMCA of Sydney as the operator of the facility and confirmed the group's management of the centre for the next three years.

Public Health Plan (PHP). The City continued to work on its development of a Public Health Plan (PHP) to deliver public health outcomes for the homeless and other at risk groups. In 2006/07 the City conducted an assessment of other Council PHP's (intra and interstate) and consulted with internal service providers to determine the possible content of the PHP which would be structured to support the City's Social Policy and Plan. The City consulted with a number of external organisations to investigate potential partners to work with Council to deliver the PHP.

Efficient Assessment

In 2006/07 assessment time for DA's improved by 18 per cent over previous year's figures. The average time for DA's to be assessed was 37 days, out-performing the State government target of 40 days to complete assessments.

City Planning

Urban design studies were completed for Waterloo-Redfern, City East, Surry Hills and Glebe-Forest Lodge. The City also commenced urban design studies for Chippendale, Camperdown, Darlington, North Newtown and West Redfern, Paddington, Centennial Park and Moore Park, South Newtown, Erskineville and West Alexandria.

Hyde Park Plan of Management and Masterplan. The City undertook extensive community consultation and developed a comprehensive 10-year plan for the management and upgrade of Hyde Park. The \$34M project includes a management plan for drought-proofing the park and for replacing the park's main avenue of 19th century trees. The City's management plan for Hyde Park won a statewide planning award from Parks Leisure Australia.

The City prepared comprehensive plans to manage the LGA's aging tree population. Strategies have been developed to maintain mature trees in Hyde Park and Redfern Park, and a plan for tree replacement has been created.

■ Public Domain Landscaping Program

The City commenced a public domain landscaping program this year with more than 3,000 square metres of new shrub planting introducing vibrant colour, texture and adding new life into public spaces and residential streets.

Ian Thorpe Aquatic Centre

The City completed work on the \$40M lan Thorpe Aquatic Centre. Designed by renowned architect Harry Seidler, the centre redefines public aquatic facilities and sets new benchmarks for aesthetic appeal and environmental considerations. The centre opened to the public in August 2007.

Compliance and prosecutions

In 2006/07 the City responded to more than 1,000 complaints of illegal use of premises and illegal building work and was successful in investigating unauthorised serviced premises and backpackers uses. The City commenced legal action against unauthorised premises and undertook more than 200 legal proceedings to achieve compliance with the City's various regulations – 96% of proceedings achieved a favourable outcome for the City.

The City obtained court orders that required a number of premises, including places of public entertainment, to undertake building works to become fire compliant. In 2006/07 more than 90 per cent of premises within the LGA provided a compliant Annual Fire Safety Statement.

Staffing levels in the Licensed Premises Team improved in 2006/07 resulting in increased regulation and enforcement of places of public entertainment. The unit continued its close working relationship with licensing police and a number of joint operations were successfully completed.

Challenges faced

Ongoing drought. Long periods of dry weather and ongoing water restrictions are having an impact on the quality of sports fields and grounds provided for organised sport within the LGA. While the City is implementing a range of water collection measures which will allow future irrigation using non-mains water, turf on some sports grounds has experienced some significant damage. Maintenance of grounds is providing some challenges.

Cross City Tunnel works (William Street). The City continues to work with the Roads and Traffic Authority (RTA) to address sub-standard landscape work carried out by the RTA's contractors. William Street poses a particular challenge for the City with considerable funds required to rectify the existing work.

Health inspections. Due to an industry-wide shortage of appropriately qualified people, the City had been unable to recruit Health Surveyors and several positions had remained vacant for some time. During 2006/07 the City appointed three new staff allowing the Health and Building unit to increase its workload. As a result of increased staff numbers, inspection figures reached 66 per cent in Q4, up from 32 per cent in Q2, and 64 per cent in Q3.

Looking to the future

Parks and Open Spaces

In 2006/07, we developed a new five-tier specification system for the maintenance the city's parks and open spaces. The system which will standardise park maintenance across the LGA will be implemented over the next twelve months.

We will also implement a new five-tier service level specification for Sydney's parks. Management protocols and maintenance programs for the city's iconic parks, neighbourhood parks, pocket parks, sports fields and civic spaces will standardise maintenance of parks across the LGA.

In 2007/08 we will extend our Street Tree Maintenance program and implement uniform maintenance standards for the City's 30,000 trees. A tender process will seek to appoint a single service provider to manage and protect Sydney's urban trees.

The City's successful Living Colour Program will be expanded to Stanley Street, East Sydney.

Ian Thorpe Aquatic Centre

Following the opening of the City's new swimming and fitness facility, ongoing management and focused marketing of the facility will continue to encourage public use of the facilities and meet performance targets for attendance and revenue.

Public Toilet Strategy

In 2007/08 we will undertake a project to improve public toilet facilities across the LGA. The program will identify areas where additional facilities are required and will seek to address differences in the standard of amenities provided. A community awareness campaign will be undertaken to seek public input into the strategy and promote the location of new or upgraded facilities.

Health and building

The City will continue to investigate various options for the Public Health Plan and begin a detailed consultation process involving internal and external partners. We will also develop a Health Education Strategy to increase awareness of responsibilities regarding environmental and public health amongst the community and business owners/operators.

Compliance and Prosecutions

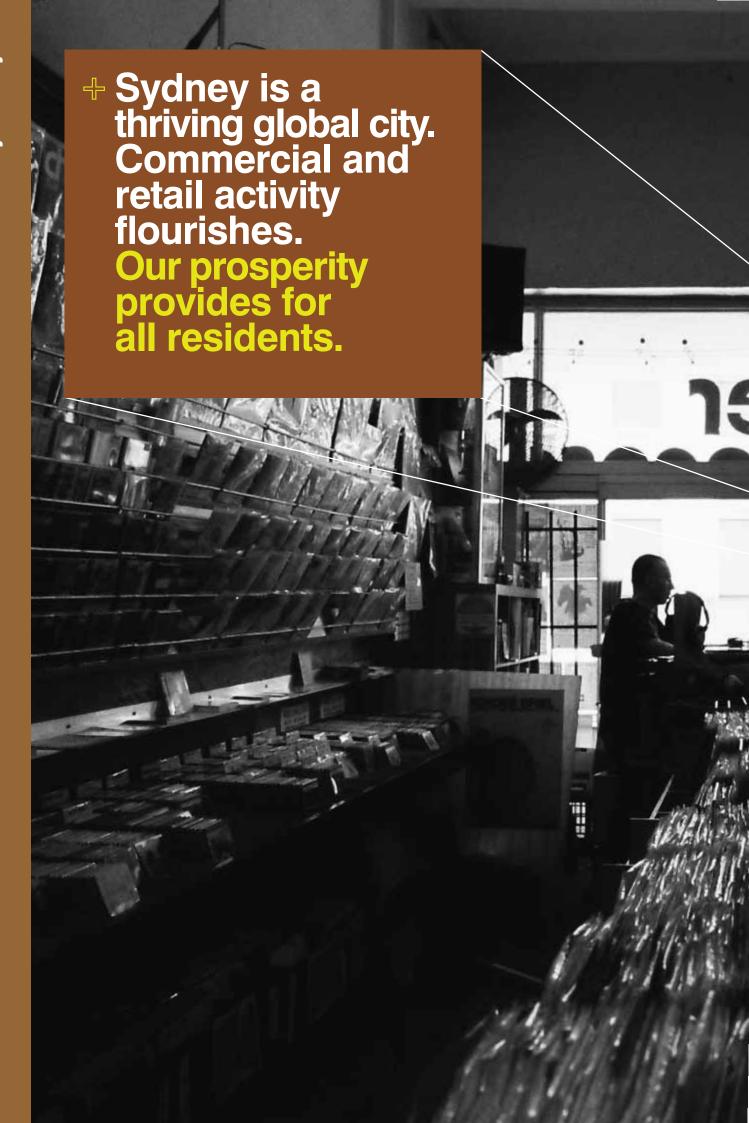
The City's Compliance Unit will continue to enforce legal action against unauthorised building use including sex premises and short-term accommodation such as serviced apartments and backpackers accommodation. We will also continue to investigate places of public entertainment and enforce compliance with fire safety requirements including annual fire safety statements.

Key performance indicators

Development Applications	04/05 Result	05/06 Result	06/07 Result	Comment - change 2004/05 - 2006/07
Number Determined	2,814	2,721	2,609	-
Average Assessment Time (KPI 38 days) Government target 40 days.	49 days	45 days	37 days	18% Improvement
Median Time (KPI 27 days)	27 days	24 days	26 days	-
Age of Pending Applications	49 days*	47 days	41 days	16% Improvement

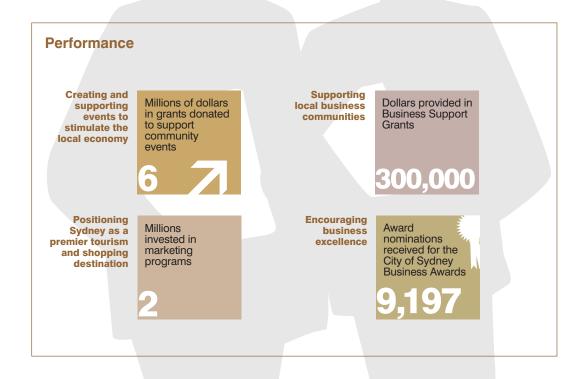
The above table provides a comparison on the assessment of Development Application over three years. Note: data is based on new calculations which reflect the Department of Planning calculation criteria

	04/05 Result	05/06 Result	06/07 Target	06/07 Result	Comment
Average processing time for construction certificates.	12.7 days	10.6 days	14 days	8 days	Performing well above target.
Average processing time for S68 approvals eg places of entertainment and temporary dwellings.	10.7 days	8.1 days	10 days	5 days	Performing well above target.





The City of Sydney plays an active role in supporting and enhancing an innovative, dynamic and prosperous economy.



Update on primary projects

The City continues to support a number of projects designed to stimulate the local economy. We also work with a variety of stakeholders to advance Sydney's economic interests.

The City created an Economic Development Unit in 2005/06, its brief to work with various Chamber of Commerce and Business Partnership groups across the LGA to promote the economic development of Sydney and its villages.

Business Awards

Managed by the City's Marketing Unit, the City of Sydney Business Awards are designed to promote business excellence within the LGA. Launched in 2004/05, the awards celebrate the outstanding achievements of local businesses and highlight how local businesses contribute to creating a prosperous Sydney. In 2006/07, the awards received an enthusiastic response from the city's business community with 9,197 award nominations received –10 percent more than the previous year. 172 businesses were nominated as finalists in 29 categories including Health and Beauty, Professional Services and City Life.

Small Business Month

The City supports events and activities for Small Business Month and is in discussions with the NSW Department of State and Regional Development to develop cross promotional opportunities for the City's Business Awards.

Business Forums

In 2006/07, the City and major city business groups continued to come together to discuss strategies for working cooperatively to advance the Sydney's economic growth. Hosted by the Lord Mayor, the forums discuss topics including sustainable development and planning issues.

Marketing

In 2006/07 the City's marketing unit increased its focus on marketing retailers in the city's precincts and villages and continued to use its 1,672 banner poles to add colour to Sydney's streets and highlight the City's various events, festivals and cultural celebrations.

We delivered \$2 million in marketing activity including the production and distribution of an updated shopping guide. In partnership with Tourism NSW, the City distributes the guides through hotels and Visitor Information Kiosks. We also provide information on shopping on our website.

Enlivening retail precincts

In 2006/07, the City continued to work with retail groups to encourage collective marketing and promotion of Sydney's CBD as the premier shopping, dining and entertainment destination. We also continued programs across the broader LGA to promote various city villages as interesting and diverse retail precincts with individual character. As part of extensive street upgrade programs, we worked with local businesses to revitalise shopping precincts in Darlinghurst, Redfern, Glebe and Pyrmont.

Tourism initiatives

The City continues to work with State and Federal agencies to promote Sydney as a leading international and domestic tourist destination. In 2006/07 it partnered with Tourism NSW to fund a research project into visitor perceptions. The focus of the research is to determine awareness of the city's precincts, to determine visitors' inclination to experience the city's villages and to capture key motivators to travel.

Through the Council of Capital City Lord Mayors, the City also works towards maintaining Sydney's position as a destination of choice and it undertakes a range of activities to promote the various attractions and unique visitor experiences the city offers.

In 2006/07, the City's Rangers took on a broader and more active role in promoting Sydney as visitor-friendly city. Rangers were issued with contemporary styled uniforms designed to create a more approachable image, they undertook customer service training and now provide assistance to visitors, distributing visitor information maps and helping visitors navigate the city.

Business Support Program

The City's Business Support Program assists local business communities advance the economic prosperity of their village. The program seeks to strengthen the City's involvement with various business precincts and provide support to establish and promote the works of Business Partnerships. The City may provide funding to create a Business Partnership and help to attract members, or in an established precinct, provide funding for the implementation of marketing programs and support for business related events.

In 2006/07 the City's Business Support Grants Program provided \$300,000 to five of the city's business precincts: Darlinghurst, Paddington, Glebe, Kings Cross and Newtown. Funding assisted the Kings Cross Business Partnership to stage a food and wine event, and supported the Newtown Business Partnership with Flaunt It, a fashion and design festival.

City events

The City produces a number of events designed to boost Sydney's cultural and economic vitality. The City's largest event – New Year's Eve Celebrations – continues to attract international attention and contribute to the city's hotels and restaurants achieving record occupancy figures. An annual program of high quality events including: Sydney's Chinese New Year Festival; Art & About; Spanish Festival; Primo Italiano and the City's Christmas celebrations play a key role in marketing the city and drawing tourism-based revenue.

In 2006/07 we began planning our inaugural Live Green event to present environmental sector businesses with an additional opportunity to market their products and services to residents and visitors.

City venues

During the year the City continued to provide a wide range of venues, with various community groups and businesses using the facilities to host a number of events. Sydney and Paddington town halls, City Recital Hall and Customs House were venues for some of the city's largest community gatherings, while community centres continued to be used as local gathering places.

Affordable Housing Strategy

Maintaining an inventory of affordable housing remains a complex issue for the City. The last 10 years has seen increasing demand for accommodation in or close to the city, with high demand increasing purchase and rental costs.

The City of Sydney is developing a Draft Affordable Housing Strategy to identify local affordable housing needs, trends and opportunities, and determine key targets and outcomes for increasing the range of housing options within the LGA. A discussion paper outlines a number of options available to encourage affordable housing and sets a framework to establish the methods best suited to providing affordable housing for the community. Following extensive community consultation, a proposed Affordable Housing Strategy will be presented to Council in 2008.

Sey achievements

City economy

Economic strategy

In 2006/07, Council confirmed the City's draft vision for economic sustainability, the directions outlined in the Economic Development Framework Discussion Paper and endorsed development of an Economic Strategy. Work on creating a economically sound Sydney will continue through the Sustainable Sydney 2030 project.

New events

In 2006/07, the City began planning a new event – Live Green – as a driver for environment-based industries and to stimulate economic activity on green initiatives. Staged in August, Live Green promoted sustainable living and attracted an estimated 10,000 attendees.

New banner program manual

In 2006/07, a new manual was developed to enhance the City's successful banner program. With a more effective booking system, we will be able to increase bookings for the banners and boost revenue.

Sustainable Sydney 2030

Protecting the city's economy is one of the seven focus areas of the City's comprehensive Sustainable Sydney 2030 project. In undertaking planning to shape Sydney's future, we aim to ensure Sydney has a viable and sustainable economy and continues to prosper in the next 20 years and beyond.

Challenges faced

Sustainable Sydney 2030

The scale of this project is in itself a challenge. This is our most ambitious project to date with the strategies developed for this program guiding Sydney's future for the next twenty years and beyond. In undertaking broad community consultation to ensure all voices are heard, we are facing the challenge of working with diverse stakeholder groups. The challenge is to encourage broad participation in the program to develop a sustainable and prosperous global city which continues to meet the needs of its residents.

Affordable Housing

The City will continue to develop a Draft Affordable Housing Strategy with a draft scheduled for completion in February 2008. Following Council consideration, an extensive stakeholder and community consultation process will begin with a view to recommendations for an Affordable Housing Strategy being presented to Council by June 2008.

Looking to the future

With sound governance, the City will continue its work to develop economic and retail growth. Securing the city's financial future is one of the seven key areas identified in our over-arching Sustainable Sydney 2030 project.

In collaboration with State and Federal government agencies, we will strive to maintain Sydney's position as the financial capital of Australia and continue to improve Sydney's economic strength.

In its work with the Council of Capital City Lord Mayors, the City of Sydney will advocate on a Federal level for programs which will contribute to the economic health of our city.

At a State level, we continue to work with the Department of Planning in development of a Sub Regional Plan for the City of Sydney LGA. This initiative will map where people live and work and will inform the future development of our city.

As part of the City's Economic Development Framework, in 2007/08 work will commence on a Tourism Enhancement Plan with actions incorporated into the City's Economic Development Strategy.

Business Support Program

In 2007/08 the City's Business Support Grants program will expand to provide assistance to nine of the city's business precincts. The City will fund projects in Darlinghurst, Paddington, Glebe, Kings Cross, Newtown, Haymarket, Pyrmont/Ultimo, Redfern/Waterloo and Walsh Bay.

Banner program

In 2007/08, we expect revenue derived from our banner program to increase as a result of additional and consistent use. The appointment of a permanent co-ordinator to manage banner pole bookings and the development of a manual for the City's banner poles should boost demand and facilitate additional use of the service.

City villages

Continued focus on the revitalisation of the Redfern precinct is expected to enhance the economic performance of this inner-city village. The development of Redfern Park and the City's relationship with the South Sydney Rugby League Club will provide further opportunities to deliver positive outcomes for Redfern.

In 2007/08, the City's marketing unit will shift focus to the City's villages with activities designed to help enliven retail precincts and provide sustainable economic options for village life.

Financial Management

In 2006/07, the City of Sydney continued its record of strong financial performance, recording a net surplus, before capital expenditure, of \$103.2 million.

We recorded operating revenue of \$420.2 million. The City continues to minimise its reliance on ratepayers, generating 52 per cent of its operating revenue from commercial property and sources including venue hire, parking meters and enforcement.

The City restricted its rate revenue increase to the 3.6 per cent allowed by the Minister for Local Government.

In 2006/07, the City's operating expenditure was contained to \$273.8 million, excluding depreciation, which was better than budget.

The City remains debt free and will continue to adhere to its long term Financial Plan to ensure the City's financial position remains strong.

Capital Works

In 2006/07, we invested \$103 million on capital works. Major capital works projects for the year included:

- the construction of Harmony Park in Surry Hills
- upgrades of other parks such as Barcom Avenue, Erskineville Oval, Frog Hollow and Hansom Cab Place
- refurbishment of Jubilee Oval Pavilion and Bellevue House in Glebe
- construction of the lan Thorpe Aquatic Centre
- upgrade of Victoria Park Pool
- CBD public domain upgrades including pedestrian areas in Elizabeth, College and Liverpool streets
- community facilities improvements at Alexandria Child Care, Redfern Occasional Child Care and Hilder Booler Kindergarten, Glebe
- planting 2,030 trees during the 2006 planting season
- upgrading more than 250 of the City's traffic island and public domain gardens, providing colourful spring, summer and Christmas floral displays as part of the Living Colour program
- completing Plans of Management for the city's parks
 Redfern, Prince Alfred, Turruwul and Hyde Park
- repairing or renewing 227,598m2 of roads and 54,516m2 of footpaths
- removing more than 1,900 poles and 2,100 signs across the CBD as part of the ongoing program to de-clutter city streets.

PRIORITIES 2007/08

Looking ahead, the City's budget for the 2007/08 financial year forecasts a net surplus, before capital expenditure, of \$61.7 million. This figure is based on the continuation of existing revenue streams and tight controls on expenditure.

Our budget maintains commitment to prudent financial management, while undertaking a dynamic capital works program, new environmental initiatives and maintaining effective community engagement.

Capital Works

In 2007/08, our investment in capital works projects will top \$150 million. Major projects include Redfern Park, the Glebe Point Road upgrade, and \$19 million for the new Surry Hills Library and Community Centre. The City also plans a comprehensive restoration program for Sydney Town Hall to ensure this historic building continues to be enjoyed by future generations.

The City will also continue with its Green Square Town Centre project, which includes a network of parks and open spaces, and a range of new community facilities such as a library and an aquatic and recreation centre.

Environment

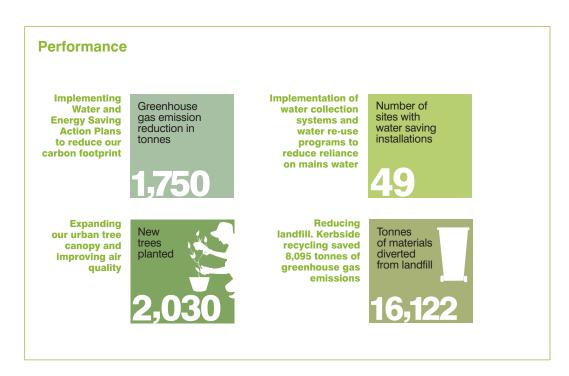
We will continue to invest in environmental programs including creating new parks and open spaces. New environmental initiatives include support for a Live Green festival, an allocation of \$1.5 million to make Council carbon neutral, and providing 28,500 new recycling bins for residents. We have also committed \$2.1 million to implement the Cycle Strategy.







In the past twelve months we have made real advances in creating a sustainable Sydney and embracing a 'live green' philosophy.



Update on priority projects

In 2006/07 the City of Sydney took a leadership role in improving the environmental performance of our facilities, services and operations and set real targets for environmental change across the LGA.

The City's comprehensive Environmental Management Plan (EMP) was approved by Council in June 2007. The development and adoption of the EMP established our environmental vision and provided for reductions in greenhouse gas emissions, reduced energy and water consumption and waste minimisation. Through the plan, we will deliver a range of services, facilities and infrastructure to meet the current and future needs of our community. The EMP identifies 53 priority actions with targets for clean air, less waste, and more efficient use of energy and water.

One of the City's key environmental commitments is to become Australia's first carbon-neutral council through energy-saving measures and using 100 per cent accredited GreenPower. The City of Sydney is on track to become carbon neutral by 2008. By 2050, we aim to reduce greenhouse gas emissions across the LGA to 30 per cent of 1990 emission levels.

For more information on the City's commitment to the environment, see the State of the Environment report www.cityofsydney.nsw.gov.au/annualreport

Reducing greenhouse gas emissions

In 2006/07 the City implemented effective strategies to reduce greenhouse gas emissions. In executing the first phase of the EMP and the City's Energy Saving Action Plan, including the use of low-energy lighting in city buildings and street lights, downsizing our car fleet and converting our vehicles to alternative fuel, the City reduced greenhouse gas emissions by 1,750 tonnes – the equivalent to taking 389 cars off the road for a year.

Using renewable energy

In 2006/07, the City purchased 7,645 megawatts of GreenPower, around 20 per cent of its energy use. In 2007/08 the City will retrospectively purchase 100 per cent GreenPower for its energy consumption during 2006/07 and will transfer its total energy purchase to GreenPower.

Water Savings

The City reviewed its largest sites to develop a Water Savings Action Plan (WSAP). When fully implemented, the WSAP will save an estimated 72 megalitres of water each year.

Water re-use systems

In 2006/07, we began installing water re-use systems in 49 sites – 15 systems have been fully installed, and work is continuing on 34 sites across the LGA.

Many of the City's parks are benchmark projects in water re-use – the new Harmony Park in Surry Hills and Barcom Avenue Park in Darlinghurst incorporate stormwater re-use systems to collect and treat runoff water.

Environmentally-friendly transport

Council has adopted a Bicycle Strategy and Action Plan and the City is working towards increasing cycle access throughout Sydney.

Pedestrian-friendly city

We are working towards improving amenities for pedestrians. In 2006/07, the City of Sydney engaged Professor Jan Gehl to conduct a study of how people use the CBD and its public spaces. Recommendations from the study will inform the City's Pedestrian Strategy.

Green Space

The City has continued to extend Sydney's green space and preserve open space as a vital aspect of our urban environment. In 2006/07 we planted 2,030 trees and introduced measures to increase protection of city trees including extending the register of significant trees.

The City continues to support the valuable work being done by volunteer groups in Pyrmont and Rozelle Bay.

Sustainable building

The City has established a Minimum Environmental Standards Policy for Council's new buildings and refurbishments. The City's ethos to live sustainably has been captured in the building of a new community facility at Surry Hills.

Waste management

In 2006/07 we collected 101kg of recyclable material per resident – an increase from 84kg per person the previous year.

In 2006/07 kerbside recycling collected by the City of Sydney resulted in 16,122 tonnes of materials diverted from landfill. This saved:

- 44,428 cubic metres of landfill space
- 8,095 tonnes of greenhouse gas emissions
- 267 megalitres of litres of water.

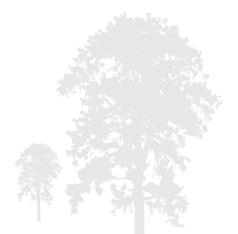
Environmental awareness

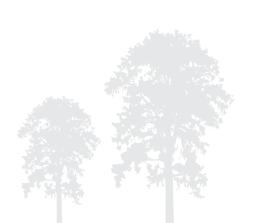
In 2006/07, the Watershed Sustainability Resource Centre delivered the City's highly successful workshops on Urban Sustainability – 1,096 people participated in 80 workshops on topics including waste reduction, composting, worm farming, saving energy and water, environmentally friendly cleaning techniques, sustainable living and making eco choices.

In partnership with World Wide Fund for Nature and Fairfax Media Group, we promoted and participated in Earth Hour in March 2007. With Sydneysiders turning off their lights for an hour, the event cut energy consumption across the LGA by around 10 per cent.

In 2006/07 the City partnered with North Sydney and Parramatta City councils and the Department of Environment and Climate Change to create the 3CBDs Greenhouse Initiative. This world-leading program assists commercial office tenants enhance their energy efficiency, reduce their greenhouse gas emissions and help arrest climate change.

This year, we began to plan Sydney's first event to increase awareness of environmental issues – Live Green. Designed to encourage residents to embrace sustainable living, Live Green would be the City's first emission-neutral event with 100 per cent of energy supplied by GreenPower. Staged in August 2007, Live Green attracted 10,000 attendees and will become a regular fixture on our events calendar.





Challenges faced

Taking action on climate change and reducing greenhouse gas emissions is one of the most significant environmental issues facing the City. Currently emissions are increasing at a rate of around 2-3 per cent each year, a key challenge will be to reverse this trend to meet a 30 per cent reduction in emissions by the year 2020.

While we continue to upgrade facilities across Council properties to help reduce energy and water consumption, additional work and ongoing maintenance is required.

With targets set for waste reduction, and water and energy conservation across the LGA, the City will continue to educate residents and businesses to convert to renewable energy, adopt water saving practices and to increase their recycling. We will encourage behavioural change to help Sydney reduce its carbon footprint. However effective action on climate change requires the coordinated efforts of the three levels of government and participation in environmental management programs by businesses and residents.

We continue to work with the State government to ensure implementation of bicycle networks to allow cycle targets to be met.

Looking to the future

We are working to improve air quality in the city and further reductions in our greenhouse gas emissions will be achieved through plans for a Sydney with better access for cyclists and pedestrians and for an integrated and sustainable public transport system.

Sustainable Principles

In 2007/08 a Strategic Asset Management Plan for Property will be developed this will outline the principles of asset management and establish 'minimum environmental standards'. Environmentally Sustainable Guidelines will also be established.

Reducing greenhouse gas emissions

Council operations and services are aiming to be carbon neutral and the City has committed to offsetting 100 per cent of greenhouse gas emissions from its operations and services by 2008. We will continue to make energy savings to achieve a minimum 15 per cent reduction of emissions by 2012, based on 2006 levels.

Council is also aiming to reduce greenhouse gas emissions within the LGA. Based on 1990 emission levels, the City is targeting a 70 per cent reduction in LGA-wide greenhouse gas emissions by the year 2050. We have set a first-stage target to achieve a 30 per cent reduction in emissions by 2020.

In 2007/08 the City will purchase 100 per cent GreenPower which is a key step to becoming carbon neutral. We aim for 25 per cent of electricity used in our LGA to come from renewable energy by 2020.

Fleet management strategy

We will continue to work towards developing a sustainable vehicle fleet. Our draft Fleet Management Strategy 2008-2010 will provide further reductions in greenhouse gas emissions. Key strategies include:

- reduction in fleet size through improved utilisation and sharing of fleet vehicles
- reduction in vehicle size
- trialling and conversion to alternative fuels and technologies.

Water conservation

We will continue to install rainwater tanks and water re-use schemes in 2007/08 and develop a comprehensive energy and water residential program including encouraging rainwater tank installation.

We aim for a zero increase in mains water used by Council and across the LGA by the year 2015, based on 2006 levels. This includes a target of 25 per cent of water used by Council and across the LGA to be recycled by 2015.

The City will continue to reduce the amount of mains water required in its parks and open space by using bore water, deferring major new plantings, mulching, planting drought-tolerant plants and using efficient irrigation systems (where irrigation is required) and installing water re-use systems. In 2007/08 a \$2.3m water re-use scheme to drought proof Hyde Park and Cook+Phillip Park will be one of the City's largest projects. It is estimated the project will supply up to 100 megalitres or 66 Olympic sized swimming pools of water per year, which is well in excess of the City's current demand of 60 megalitres for irrigation, fountains, street plantings and street cleansing.

Stormwater Management Plan

The City is creating a comprehensive plan to address stormwater quality and improve stormwater collection. A Water Quantity and Floodplain Management Plan is scheduled for completion in 2007/08.

Waste minimisation strategies

A Waste Management and Resource Recovery Strategy (2007-2014) is being developed in consultation with the community. By 2014, the City aims for:

- 66 per cent resource recovery (recycling) of residential waste from our LGA
- 66 per cent resource recovery of waste generated by Council and its contractors
- 63 per cent resource recovery of commercial and industrial waste from our LGA
- 76 per cent resource recovery of construction and demolition waste from our LGA and council projects.

Environmentally friendly transport

We have begun work on making the city more pedestrian and cycle friendly. The City has commissioned a study of Sydney streets to determine a strategy for pedestrian and transport development that will contribute positively to global sustainability. In 2007/08 Professor Jan Gehl will present his findings and recommendations and we will begin implementation of a Pedestrian Strategy and Action Plan.

In 2007/08, the City will continue to implement its Cycle Strategy and Action Plan. By developing the city's infrastructure – including 55 kilometres of separated cycle lanes – and in promoting safe cycling, we aim for 20 per cent of short trips in the LGA (between 2 and 20km) to be made by bicycle by the year 2016. Over the

next twelve months we will continue to advocate for sustainable transport options which will make Sydney a more pleasant city to live in and also help reduce our carbon footprint.

Education

In 2007/08 we will commence a program to encourage small businesses to reduce their environmental impacts. We will also continue efforts to encourage residents and businesses within the city to save water, reduce energy consumption and improve recycling.

The City will continue to promote sustainability through its second annual Live Green event and the ongoing works of the Watershed Sustainability Resource Centre. We will also support key events including Planet Ark's National Recycling Week and Earth Hour.

Key performance indicators

		04/05 Result	05/06 Result	06/07 Target	06/07 Result	Comment				
ı	Reducing greenhouse gas emissions									
	Tonnes of Council's fleet greenhouse emissions offset per year.	2,746	2504	2700	2681	All fleet emissions are now 100% offset and operating as 'carbon-neutral'. Emissions target achieved even with a 10% increase in fuel consumption due to increased operational activity. Target achieved through reduced vehicle sizes and conversion of numerous LPG, ULP and Diesel vehicles to Biodiesel and electric hybrid vehicles.				
(Graffiti removal									
	Square metres	84,227	98,432	82,000	131,747	While there have been incremental increases in this form of anti-social behaviour, our contractors are meeting the City's requirements by removing graffiti within agreed contractual				
	Number of incidents	-	-	-	319,171	parameters.				
Waste management										
	Diversion from land fill in excess of NSW Government recommended range of 19-23%.	24%	26%	28%	29%	The City's Planners have finalised 18 DA's lodged by the Department of Housing for development of recycling facilities within a number of their high and medium density properties. This is a 3% improvement on 2005/06.				

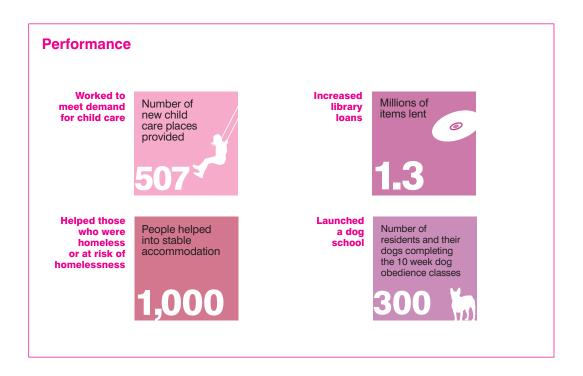
Tonnes of recyclable materials collected

Total tonnes	12,171	13,226	13,500	16,122	This is a 21.9% increase on last year's total of recyclables collected.
Kilograms per capita	79	85	97	101	This is a 26.3% increase on last year's total of recyclables collected.





The City respects and supports the diversity, character and vitality of our many villages and strives for an inclusive culture that fosters equity. We seek and apply innovative and compassionate solutions to complex social problems.



Update on priority projects

Community identity

The City of Sydney has a diverse cultural profile. In 2006/07, we continued to work in partnership with a wide range of organisations and groups to develop initiatives that address the needs of our multicultural community. These programs also seek to promote understanding and appreciation between the city's diverse communities. The City also conducted seven community consultations in preparation for its first draft Cultural Diversity Strategy.

Community events

In 2006/07 we provided around \$6 million in grants (cash and in-kind) to the community, the cultural sector and to business peak bodies to create and promote activities that contribute to a sense of community. Through the grants process, we supported a range of events and activities including:

Sydney Festival; the Pyrmont Arts Festival; Greek Festival of Sydney; Sydney Writers' Festival and Sydney Film Festival.

The City's Living in Harmony Program, held in March each year, continues to gain momentum and status within the community.

Community health and wellbeing

The City has extensive programs designed to provide services for all members of our community and support those with special needs. Projects are designed to foster a vibrant community and provide for the wellbeing of all residents. In 2006/07, more than 300,000 people participated in the City's recreation and community programs.

Children

We remain committed to creating a family-friendly environment and we are particularly focussed on addressing the demand for child care for children under two years old with parents in the workforce. Since 2005, we have implemented various strategies to meet demand for child care facilities and in two years we have provided 507 new childcare places with an additional 873 places in the planning/construction phase.

Throughout 2006/07, the City continued to improve services and environments for children. The Redfern Occasional Child Care Centre was refurbished in August 2006, a new playroom was added to the Alexandria Child Care Centre and major upgrade works to outdoor play areas were carried out at Hilda Booler Kindergarten and Broughton Street Kindergarten in Glebe.

We also operate after-school and school holiday programs for primary school aged children from facilities in Pyrmont, Ultimo, The Rocks, Woolloomooloo, Redfern and Surry Hills.

Young people

The City delivers a number of programs to support young people including providing direct youth services in five youth facilities across the LGA and operating after-school programs and school holiday programs in Glebe, Woolloomooloo, Pyrmont, Erskineville, Millers Point and Redfern.

In 2006/07 the City was able to increase its support for youth initiatives with the creation of new Youth Work roles. We also implemented a Youth Interagency Youth Strategy and Action Plan and continued to coordinate the City of Sydney Youth Interagency.

Council's youth newsletter, WAZZUP, promotes the Council's youth initiatives. Produced quarterly, WAZZUP is designed to attract Sydney's young people to programs and events provided by the City or other organisations.

In 2006/07, the City, in partnership with community organisations, provided a number of youth focussed programs and continues to address youth needs:

- On the Move Transitions Programs in Glebe, Alexandria and Woolloomooloo, helped young people aged 10 -14 feel safe and comfortable about their transition from primary to high school
- Drivin' for Employment, helped many young people gain their licences
- Lights Camera Action, helped more than 70 indigenous people gain work in the film and television industry
- Sound it Out', a program established in partnership with the Powerhouse Museum, provided opportunities for young people to explore their creativity through music.

Aboriginal and Torres Strait Islander peoples

The City of Sydney LGA is home to one of Sydney's largest urban Aboriginal communities.

The City is committed to reconciliation and has developed a number of programs to support Aboriginal and Torres Strait Islander residents and visitors. Council observes appropriate protocols for consulting, acknowledging and working with our Aboriginal and Torres Strait Islander communities and looks to developing stronger partnerships with indigenous communities to deliver programs and services that meet community needs.

In 2006/07, the City's Redfern Community Centre continued to host targeted programs for Aboriginal and Torres Strait Islander communities.

Gathering Ground, a special youth initiative held in the Redfern Community Centre, enabled more than 100 young people to gain skills in performing arts including acting, acrobatics, music and dance.

We also provide grants and sponsorships to support Aboriginal and Torres Strait Islander festivals and celebrations. In 2006/07, thousands of Aboriginal peoples took part in the Yabun Festival, Reconciliation Week and National Aborigines and Islanders Day Observance Committee (NAIDOC) Week events.

Gay, lesbian, bisexual and transgender people

The Gay, Lesbian, Bisexual and Transgender (GLBT) community in the City of Sydney LGA is recognised as the largest GLBT community in Australia. The City works closely with GLBT organisations and has established and maintains key partnerships and networks within the GLBT communities. In 2006/07, the City's GLBT Project Coordinator consulted with 11 GLBT community groups and committees and through its membership of various working groups, the City is working on addressing emerging issues for the GLBT community including violence and hate crimes.

The City is also a sponsor of key events including the Sydney Gay and Lesbian Mardi Gras Festival and the Sydney Food and Wine Fair – an annual event which raises money for the AIDS Trust.

In 2006/07, the City adopted the Oxford Street Safety Strategy, it also supported:

- The Oxford Street History Walk 'Parade'
- Training days for police at Surry Hills Local Area Command to familiarise police officers with current GLBT issues eg: homophobic violence and abuse
- The Surry Hills Licensing Accord. Attendance at Accord meetings has increased by 100% since early 2006
- The City of Sydney Relationship Declaration Program 31 same sex partnerships have been formally recognised.

Seniors

The City encourages and supports seniors to maintain social networks and provides a variety of programs and services to keep seniors connected with their neighbourhood and enjoy the highest possible quality of life.

The City operates a network of Older Persons Activity Centres across the LGA. In 2006/07, community programs in the City's Older Persons Activity Centres attracted 40,533 participants.

The City of Sydney provides a Meals on Wheels service to aged residents and residents living with a disability. Meals on Wheels celebrated its 50th Anniversary in 2006/07 and the program continued to experience an increase in demand for its services delivering 64,509 meals to residents' homes and 24,430 meals at the City's Older Persons Activity Centres.

Homeless

The City, in conjunction with a variety of valued partners, continues to work towards addressing the complex issues surrounding homelessness and has developed a range of policies and programs designed to assist the homeless and disadvantaged.

In 2006/07 we developed a five-year Homelessness Strategy. The strategy was placed on public exhibition and a revised Draft Homelessness Strategy will be presented to Council in early 2007/08.

Since 1984, the City of Sydney has supported the Homeless Persons Information Centre (HPIC) the NSW state-wide telephone information and referral service for people who are homeless or at risk of homelessness. HPIC is funded by the City of Sydney, NSW Department of Community Services and the NSW Department of Housing. In 2006/07, HPIC responded to a total of 54,106 calls.

The City also provides a Homeless Brokerage Program which assists homeless people with short-term accommodation,

food, transport and other support services. The Homeless Brokerage Program service is provided by the YWCA of Sydney and is jointly funded by the City and the NSW Department of Housing. In 2006/07, Brokerage assisted 1,081 clients or client groups (families) into stable medium term or longer term accommodation.

The City, in partnership with the NSW Department of Housing, also funds the Inner City Homelessness Outreach and Support Service (I-CHOSS). Provided by Mission Australia and the Haymarket Foundation, I-CHOSS specialist outreach and support teams work closely with other inner-city agencies to provide integrated programs designed to assist with some of the issues which commonly form part of the complex problem of homelessness including mental illness or drug and alcohol dependence. 2006/07 was the first full financial year of I-CHOSS operations.

Companion animals

The City recognises the health and social benefits provided by companion animals. In 2006/07 we increased our promotion of responsible pet ownership with the development, public exhibition and implementation of a Companion Animals policy.

In 2006/07, the City conducted 10-week training courses for residents and their dogs. In addition to obedience training the program sought to educate residents about their dog-waste removal responsibilities.

Complementing its Companion Animal Policy, the City of Sydney provides 21 parks for off-leash exercise of dogs. Of these areas, 18 parks are off-leash on a time-share basis. Following a resident consultation, three parks have been designated 24-hour off-leash areas.

In 2006/07, we extended our animal safety programs producing Kids and Dogs Safety fact sheets for distribution to primary schools and pre-schools and at City events. We also offered residents free micro-chipping for their companion animals. Micro-chipping events were staged in easily-accessible locations across the LGA and Council promoted the importance of permanent identification and registration for companion animals.

Community services and facilities

The City provides a range of services and programs in its community centres. In 2006/07, the six community centres in Ultimo, Pyrmont, the Rocks, Redfern, Woolloomooloo and Chippendale recorded more than 400,000 overall attendances.

In 2006/07, special events within the different centres attracted more than 16,000 attendees. Events included community barbeques, markets, festivals and exhibitions as well as important cultural celebrations such as NAIDOC Week.

In addition to operating community centre programs, the City is also committed to facilitating community group activities. We provide 18 venues for community organisations to hire at cost. In 2006/07, more than 3,500 events took place in these venues.

Library services

The City's libraries are not only valued learning and resource centres but contribute to enhancing quality of life, providing valuable social interaction for residents.

In 2006/07 there were 984,694 library visits recorded across the City's 10 libraries with residents enjoying the opportunity to borrow books or materials, use computer facilities or attend events – 612 library program sessions attracted 9,879 participants.

The Library's website pages attracted more than 580,191 unique visitors.

Library loans totalled 1,300,947 with 22,983 inter branch deliveries and 16,713 housebound deliveries made.

Employment Programs

In 2006/07, the City delivered 20 employment programs dedicated to youth, indigenous and others excluded from the workforce. Through our Aboriginal Employment Service, we also supported five Indigenous students in a two year work program with the City of Sydney.

Challenges faced

During 2006/07, the Surry Hills Library and Community Centre was closed to allow the building of a new community facility. In an attempt to minimise the impact of the closure, we supported the relocation of key services to neighbouring community centres. Library services were provided by a library-link service in the Northcott Community Centre and child care relocated to Pine Street Chippendale. Both services have been successful in their new locations.

All of the City's child care centres have undergone refurbishment or extension during the year. We scheduled works to allow the centres to open during the refurbishments and managed various building programs to minimise disruption to operations. All refurbishments were successfully completed.

- The City completed an Inclusion (disability)
 Access Study and is developing a new threeyear Inclusion (disability) Action Plan.
- The City continued its efforts to address Sydney's homelessness issues. The City developed a new partnership program to improve assistance to very vulnerable long-term homeless people. The project is now jointly managed by the City of Sydney and the NSW Department of Housing.
- The City developed and adopted a 'Street Drinking Strategy'.
- The City conducted a range of Companion Animal Community Education Programs including providing 300 residents with 10-week basic and intermediate dog obedience training courses. The courses were designed to provide dog owners with a greater understanding of dog health and behaviour and to enhance training skills so that residents could safely exercise their dogs in parks and open spaces.

Looking to the future

We will continue to work on its various community and social equity programs, with works integrated into the City's planning for Sustainable Sydney 2030.

In 2007/08, we will continue to focus on developing policy and infrastructure that serves families within the LGA. The Surry Hills Community Facility upgrade, to be completed in 2008, will see a greatly improved child care facility with an increased number of child care places available in the new Surry Hills Occasional Care Centre.

The City will begin work on an Aged Needs Assessment and Facilities Plan which will direct future strategies for assisting seniors within the community. A plan to determine aged services facility needs has been completed and a five-year implementation plan is being developed for presentation to Council in early 2008.

In 2007/08, we will launch a training program for volunteers in homelessness services. The program aims to provide training in support services for people who are homeless, including health, drug and alcohol, legal and food services.

The City's Draft Disability Action Plan will be considered by the Inclusion Advisory Group early 2007/08. Following consultation with the Human Rights Equal Opportunity Commission, a Draft Inclusion (Disability) Strategy and Action Plan which addresses access and equity needs will be presented to Council.

The City is committed to continuing to promote responsible pet ownership and encouraging residents and their dogs to enjoy exercise. The City will open further off-leash areas within its parks. Thirty new parks are being considered and the City's time-share off-leash parks are being considered for 24 hour off-leash usage.



Key performance indicators

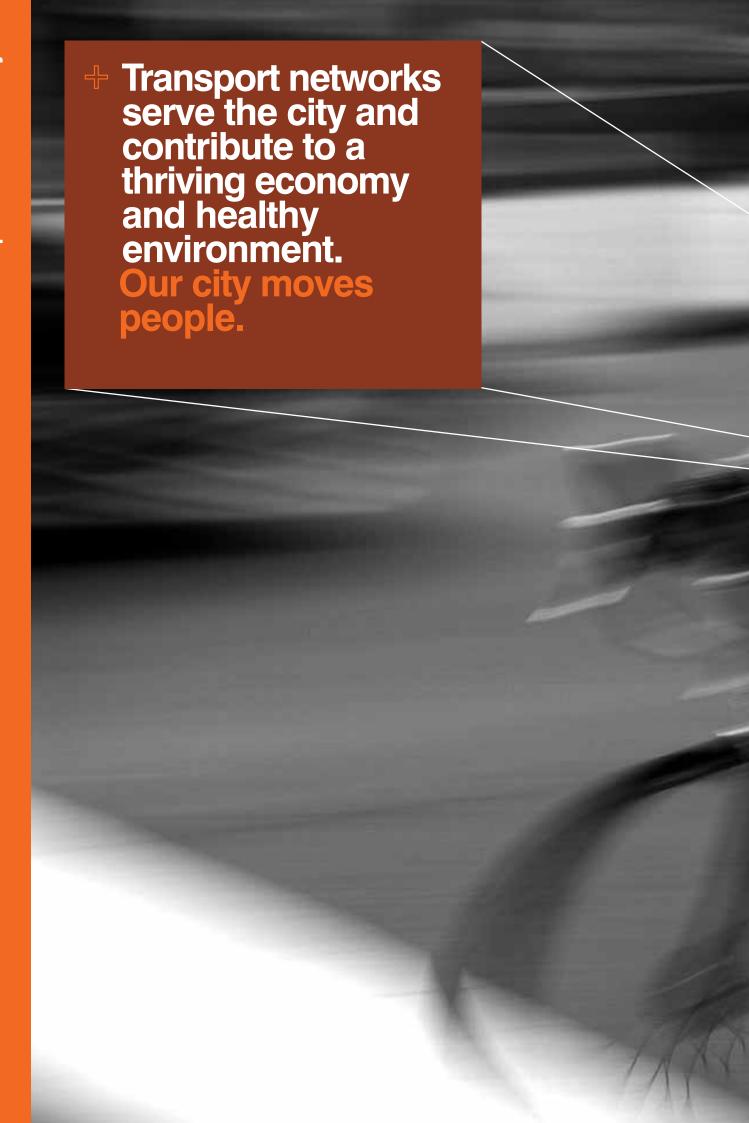
	04/05 Result	05/06 Result	06/07 Target	06/07 Result	Comment
Childcare centre places allocated against number available.	100%	97%	100%	89%	Broughton Street and Hilda Booler Kindergartens in Glebe are operating at capacity. The New playroom at Alexandria Child Care Centre is almost full with occasional vacancies on some days. Occasional vacancies at Redfern Occasional Child Care are due to the nature of this service.
Number of calls dealt with by the Homeless Persons Information Centre	46,840	51,700	40,000	54,106	Calls to Homeless Persons Information Centre have significantly increased over the past few years.
Brokerage program clients exited to stable medium or long term accommodation.	81%	84%	80%	86%	1,081 of the 1,254 Brokerage program clients were assisted into stable medium or long term accommodation.
Outreach clients finding accommodation (long and short term) under the Inner City Homelessness Outreach and Support Service (I-CHOSS)	37%	_	_	92%	This is much higher than target. I-CHOSS increased staffing levels, resulting in better outcomes from the service
Number of Meals on Wheels delivered	61,668	64,773	60,000	64,509	Progressing satisfactorily with more referrals coming from agencies, doctors, etc.
Number of bookings through Community Bus Scheme	435	640	550	797	Bookings for the community bus have increased this year because of daily use by the Glebe Primary School.
Number of safety campaigns implemented	2	9	7	17	Seventeen safety campaigns were implemented including Biz Safe, Student Safe, 'Gone in a Flash' and Stop Theft. Security fact sheets were produced in five community languages. More than twice the target. These are available on the City's website.
Number of licensing accord meetings held	10	13	8	20	Twenty meetings held in 2006/07 at City Central; Surry Hills; South Sydney. Harbour Vessels & Liquor Accords and an annual conference were held at Kings Cross. This is significantly more than the target of 8.
Number of library loans in millions	1.22M	1.34M	1.3M	1.3M	On target. Surry Hills Library closed in Q2 and is scheduled to open October 2008. Library link service is available at the Northcott Community Centre.
Number of participants in community and recreation programs	-	-	251,600	302,000	
Number of young people participating in youth programs	_	18,000	18,000	24,954	

The City of Sydney recognises that many of its programs have been made possible or enhanced by the following partners.

The City of Sydney acknowledges the support of the:

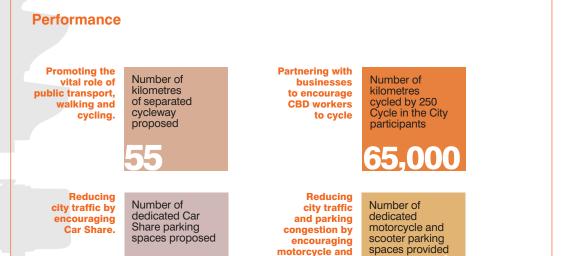
- Department of Families, Community Services and Indigenous Affairs for Redfern Occasional Childcare Centre and the Homelessness Volunteer On-line Training Program.
- Department of Community Services for Homeless Persons Information Centre Supported Accommodation Assistance Program; Children's Services Program and Social Policy and Programs.
- Department of Ageing, Disability and Home Care for City of Sydney Food Services Program;
 City of Sydney Aged & Food Services; Leichhardt Food Service and Aged Care Workers Program.
- Department of Housing for the Homeless Persons Information Centre Program and Homelessness Brokerage Program.
- Library Council of State Library of NSW for Children's Education/Entertainment Kiosks; Gay, Lesbian, Bisexual and Transgender Collection and Koori Collection.







We continue to work with State and Federal governments to develop a coordinated and sustained approach to meeting Sydney's transport needs.



scooter use.

Update on priority projects

We continue to work on a variety of transport projects designed to create a more people-friendly environment and also help reduce our carbon footprint. Our programs include key strategies to improve safety and amenity for pedestrians and cyclists and to increase access to public transport.

Integrated transport strategy and action plan

Following a public exhibition of a draft strategy, work continues on the Integrated Transport Strategy which will be incorporated into the City's Sustainable Sydney 2030 project. Efforts to improve the city's bus corridors have continued with ongoing consultation with State government agencies.

Local area traffic management

Traffic and parking issues continue to be identified as key concerns for city residents. In 2006/07, we worked with local communities and undertook a review of urban areas experiencing traffic management issues. Local Area Traffic Management Plans which seek to improve amenities for pedestrians and cyclists and control traffic flow were created for Redfern East and Redfern West with plans endorsed by Council. Work continues on the development of Local Area Traffic Management Plans for Glebe and Forest Lodge.

Cycle strategy and action plan

In addition to connecting each of the city's villages with a sustainable bicycle network, the Cycle Strategy and Action Plan aims to deliver a series of social programs to encourage the uptake of cycling. The City's promotional activity, including sponsoring key cycling events such as Bicycle NSW Spring Cycle – now the City of Sydney Spring Cycle – emphasises the health, social, financial and environmental advantages cycling provides.

The cycle strategy also recognises the importance of protecting the safety of cyclists. The City is designing cycle routes and other infrastructure to support safe cycling. At the core of the Cycle Strategy and Action Plan is the vision to create a cycle network that a child can safely ride on. We will construct around 55 kilometres of separated cycleways including dedicated cycleways for the CBD and routes north-south and east-west.

Pedestrian strategy and action plan

The ease and comfort with which pedestrians are able to move about the City of Sydney is a key issue for Council. In 2006/07, we engaged renowned pedestrian specialist Professor Jan Gehl to conduct a study of how people use the CBD and its public spaces. Data from the study will provide the basis for solutions for specific public spaces and will guide planning measures to ensure the Sydney of the future is shaped to meet the needs of the city's people and their cars. Recommendations from the Public Life and Public Spaces study will be used to create a more attractive city and improve amenity and access for pedestrians. While the study is in early stages, key considerations include a pedestrian network, foot path upgrades, street tree plantings and increased bicycle parking.

Public transport

We continue to work with all levels of government to promote sustainable transport and advocate for improved public transport services around the LGA. The City has investigated a network of light rail routes on major transport routes linking the CBD and innercity suburbs and has prepared submissions for federal funding via the Council of Capital City Lord Mayors.

In 2006/07 the City advocated extending the existing Lilyfield Light Rail Service along Castlereagh Street between Central and Circular Quay and presented a feasibility report to Council. We also conducted Preliminary Feasibility Studies for a light rail route along Hickson Road in The Rocks. The studies included detailed engineering feasibility, patronage assessment and financial analysis which show the viability of light rail as an option to improve transport links within the LGA. We will continue to focus on the development of a light rail network as part of our Sustainable Sydney 2030 project.

Bus Routes were also reviewed in the year with a report prepared for Council making recommendations on ways to improve the city's bus services. In 2006/07 we funded for a trial Shuttle Bus service in an area not covered by existing public transport. The Village to Village bus service, operated by South Sydney Community Transport, provided a service from Redfern to Newtown.

In looking to address traffic and congestion issues and meet the city's transport needs, the City continued to work with the Roads and Traffic Authority (RTA) and other stakeholders.

In 2006/07, an investigation into the operations of taxis in the CBD saw the implementation of recommendations to improve access to taxis within the city. Six new taxi zones were created with dedicated pick-up and drop-off areas.

Sustainable and accessible transport

The City is committed to developing a variety of programs to alleviate congestion on our roads and improve air quality.

In 2006/07, we investigated ways of encouraging car sharing in the LGA and called for Expressions of Interest for the development of a comprehensive Car Share Scheme. Dedicated parking, in prominent and desirable locations, will be provided as incentive for residents to participate in the Car Share plan. It is estimated that one Car Share takes around 10 cars off city streets, freeing up parking spaces and reducing traffic congestion.

The creation of additional motorcycle and scooter parking spaces in the LGA is part of our transport strategy. In 2006/07 we added 50 new spaces to Sydney's motorcycle and scooter parking inventory.

Key achievements

Cycle strategy and action plan

The City of Sydney Cycle Strategy and Action Plan 2007-2017 was endorsed by Council in April 2007. The Plan aims to build a world's best practice cycleway throughout the LGA.

We continue to promote cycling as a viable and sustainable transport option. In 2006/07, the Cycling in the City program which provides cycling training, Bicycle NSW membership (insurance) and trip computers, won a Heart Foundation Local Government Award and an Environs Australia Award.

Village to Village community bus service

The City trialled a community bus service linking Redfern and Newtown – an area not serviced by existing bus routes. Operated by South Sydney Community Transport, the trial was well received by the community with a review underway to improve the service.

CBD taxi access

A Taxi Strategy was adopted by the City's Traffic Committee in December 2006. Working with various State agencies, trial drop-off zones were installed at six locations in the CBD in June 2007.

Road and safety action plan

Council has appointed a new Road Safety Officer to oversee the implementation of the City's Road and Safety Action Plan. In 2006/07 we also conducted campaigns to reduce speeding and to raise awareness on pedestrian safety.

A 'Hold my hand in traffic' child carer road safety program was completed to focus on improving early childhood road safety for children attending child care centres.

Motorcycle parking

We created an additional 50 motorcycle and scooter parking spaces to encourage the use of smaller vehicles in the city. Information, including a map of the city's parking spaces, is available on the City of Sydney website.



Challenges faced

The City is continuing in its attempts to work with State and Federal government to develop a coordinated and sustained approach to meeting Sydney's immediate and long term transport needs. Delivering improved transport within the LGA remains one of Council's key frustrations.

While the City has invested considerable resources into preparing feasibility studies and documenting a business case for the extension of the city's light rail service – a viable solution which would increase the City's transport capacities in the short to mid term and offers environmental benefits – the State government supports more buses on our roads and has committed to investigating a metro rail system as part of a long term (25 year) solution.

Heavy vehicles continue to be a problem on city streets. Council has advocated for additional weight restrictions to limit truck movements within the city and is in ongoing discussions with the State government to introduce further regulations for freight delivery within the city.

Pedestrian safety remains one of the City's major challenges. Across the organisation, the City of Sydney has developed a number of strategies to increase awareness of road safety issues. The City has implemented measures to reduce accidents and deaths on Sydney streets particularly in identified danger zones such as Druitt and Market streets. Increased signage – including notices on the road urging pedestrians to look left, installation of barricades, modifications to streets to provide pedestrian refuge islands, have been some of the actions implemented in a bid to increase pedestrian safety.

Looking to the future

Cycle strategy and action plan

The City will implement the Cycle Strategy and Action Plan with a focus on creating separated cycleways. Consultation on the first separated cycleway in the CBD (King Street) is underway. We will also investigate the feasibility of a public bicycle hire scheme. The Cycle Strategy intends to increase the number of bicycle trips as a percentage of all trips in the LGA to five per cent by 2011 (2006 figures show less than two per cent of trips are made by bicycle).

Public life and public space study

We will finalise the Public Life and Public Space Study and develop an Action Plan including conducting a public consultation program. Recommendations will be presented to Council in December 2007.

Local area traffic management

The City will shift its focus to the City East, Chippendale and Surry Hills precincts and undertake reviews to improve traffic flow in these densely populated neighbourhoods.

Car share

We have completed an Expression of Interest for Car Share Vehicles and in 2007/08 we will focus on delivering a Share Car strategy and creating dedicated parking zones for Share Cars.

Taxi access

Further studies will determine measures to increase the efficient operations of Sydney's taxi fleet.

Village to Village bus service

Additional Redfern to Newtown community bus services are under consideration. Other Village to Village bus services are also under consideration.

Green Square

The City will continue to work with its partner Landcom and with various State agencies to deliver integrated transport planning for the Green Square redevelopment area.

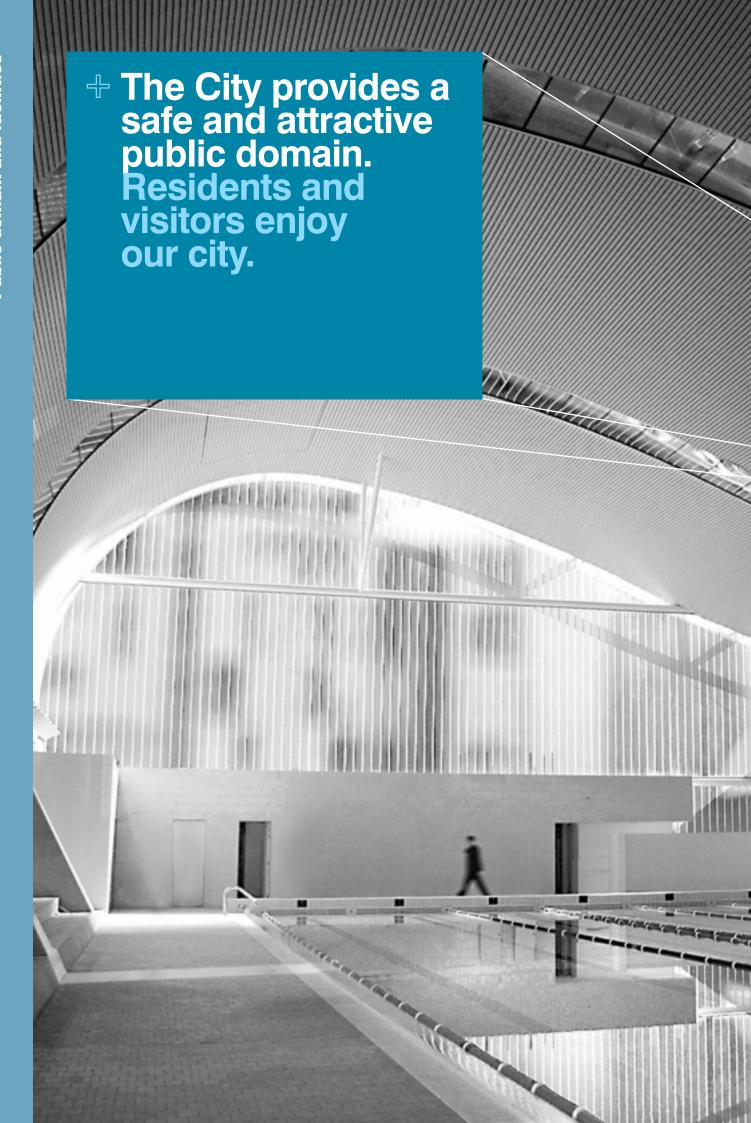
Air quality

The City will continue its efforts to improve air quality within the LGA. In addition to encouraging sustainable transport options and its various pollution controls, we are creating an alliance with the Department of Environmental and Climate Change and reviewing our Air Quality Assessment Protocols. For more information, see the State of the Environment Report at: www.cityofsydney.nsw.gov.au/annualreport

Other focus areas will include:

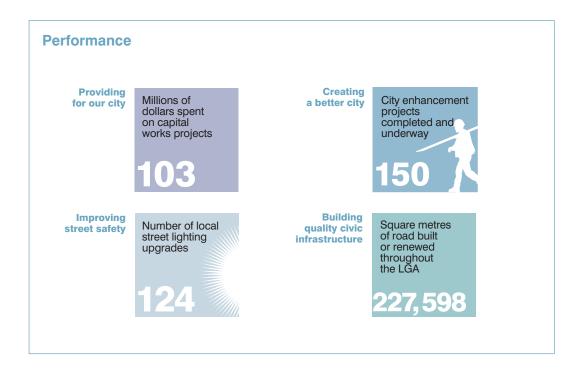
- Continuing to work in partnership with State agencies. we will work with the State government on the State's Urban Transport Statement and direct efforts to improving Sydney's bus services through the CBD Bus Strategy. We will remain a strong advocate for extending mass transit services within the city in particular light rail and metro rail.
- Developing a Motorcycle and Scooter Strategy including the creation of additional parking and the production of a new map of motorcycle and scooter parking locations within the LGA.
- Investigating parking permit incentives to encourage use of more environmentally friendly vehicles and reviewing parking permit policy options. A Trial Visitor Parking Permit scheme is being developed for the Surry Hills and Redfern precincts.







We provide attractive, high-quality public domain and facilities. Our facilities meet community needs, they are well-maintained, clean, accessible and safe.



Update on priority projects

We invested \$103 million in capital works projects in 2006/07, with 150 exciting projects undertaken throughout the year.

One of our most celebrated projects was the lan Thorpe Aquatic Centre. As the last public building designed by the late Harry Seidler, there has been considerable interest in the building's architecture including the environmental features incorporated into its design. The Ultimo centre opened in August 2007 under YMCA management. Visitor figures have remained high throughout the first months of trading and membership continues to grow, to end October 2007, the Centre has had 42,000 attendances and attracted 1,300 members.

Park upgrades and works

The City completed plans for several major parks in 2006/07 including Redfern Park and Oval, Prince Alfred Park, Turruwul and Hyde Park.

The Hyde Park Plan of Management was completed and adopted by Council in October 2006 and detailed design work is underway. Implementation of the plan will be progressive with Stage 1 works commencing in 2008/09.

The most significant stages of the City's Glebe Foreshore redevelopment were also completed in 2006/07. The foreshore from Blackwattle Bay to Cook Street was officially opened in November 2006 and in March 2007, a meticulously restored Bellevue House was opened to the public. The work undertaken by the City has allowed this community asset to be used for the first time in many decades. Work on the Glebe Foreshore will continue in 2007/08, discussions are ongoing with Sydney Secondary College Blackwattle Bay Campus and the Department of Education to complete the foreshore paths through to Rozelle Bay. Completion of all works is expected in May 2009.

Our vision to transform the former Water Police site at Pyrmont from an industrial site to a beautiful harbourside parkland started to take shape in 2006/07. The 1.8-hectare site will provide open green space, landscaped areas and community facilities. We will return this major site to the public in 2009.

Plans for revitalising and rebuilding Walter Read Reserve were also realised. The park's Development Application was approved in September 2006 and work commenced on site in July 2007. The park is expected to open in mid 2008.

In 2006/07 the City:

- transformed a car park to create open space in the densely-populated inner-city village of Surry Hills. Harmony Park was officially opened in November 2006. The 7,000 square metre park is well utilised by residents.
- finalised work at Barcom Avenue Park in Darlinghurst. The park's design features water re-use and collection tanks allowing rain water to be harvested from the roof of neighbouring St Vincent's Hospital and storm water to be captured for irrigation.
- commenced refurbishment works at Redfern Park and Oval. The extensive project includes demolition, landscaping works, a plan for management of the park's historic trees and a general upgrade of amenities. With demolition complete, contractors started on the Oval site in June 2007.
- began major improvements to Rushcutters Bay Park and Oval including sea wall remediation. Planning works include general landscaping, installing furniture and lighting, upgrading footpaths and refurbishing buildings. The City has issued revised DA drawings for approval, and designs for the park's kiosk will be considered by the Design Advisory Panel.
- developed a refined Masterplan for Prince Alfred Park Pool and surrounds. The City is working with Sydney Water on plans for a stormwater harvesting system.
- continued improvements to Sydney Park, completing Wetland 5 Stage 2. Conservation management for the historic brick kilns within the park and interpretation plans are under review. Community consultation regarding a playground for children of all abilities, including those with sight and mobility impairments, is complete.
- completed upgrade works for a number of small parks and playgrounds including Keegan Avenue, Lewis Hoad Reserve, Sarah Pennington Reserve James Deacon Reserve, James Street Reserve, Marriot Street Reserve and Surry Street Playground.
- completed many smaller projects which contributed to the enhancement of the city's public domain.

Streetscape works

The City's comprehensive and wide-reaching program of streetscape upgrades continued this year with paving works complete in Elizabeth, College and Liverpool streets. Work in Bathurst and Kent streets is progressing, while work in Druitt, York and Market streets is now approved. Detail design for King and Kent streets is progressing. King Street upgrades will take place concurrently with the construction of the CBD's first separated cycle lane.

The upgrade of Redfern and Regent streets was substantially completed in 2006/07 and Public Art design development is now underway.

Detail design for the upgrade of Glebe Point Road was completed and adopted by Council this year. Works scheduled to take place over the next two years include undergrounding of powerlines, repaving footpaths, providing new kerbs and gutters, installing smartpoles and new street furniture and civil/drainage infrastructure. We are working closely with local retailers to ensure minimal disruption along the street.

Local Action Plans

Council endorsed all eight Local Action Plans and the City's Local Action Plan Strategy in February 2007. A Local Action Plans unit has been established as part of the City Projects Division and over the coming years, it will allocate funds to provide for the completion of projects identified in each of the Local Action Plans.

Properties

The City of Sydney property portfolio has an estimated reproduction value \$2.38 billion. It includes properties that support the City's business operations and community services, as well as commercial properties that provide opportunities for investment and revenue.

In 2006/07, an assessment of Sydney Town Hall indicated that urgent works were needed to preserve this important heritage building. Façade works were undertaken throughout the year and detailed design and development of DA documentation is underway. Sydney Town Hall will be closed for 18 months from early 2008 while extensive works are carried out.

In June 2007, work commenced on the new Surry Hills Library and Community Facilities in Crown Street. We have incorporated ecologically sustainable development initiatives into the project design and aim to achieve a 6-star greenstar building rating – the first for a City facility.

Management and maintenance

The City is responsible for the management and maintenance of civil infrastructure assets within the LGA including roads, footpaths, kerbs and stormwater drainage systems, public domain lighting, bridges and fences. We also manage pedestrian and vehicular traffic movement within the city and control certain aspects of traffic signage.

In 2006/07 the City undertook an intensive road works program, renewing or building 227,598 square metres of road throughout the LGA. This outstanding achievement is more than four times the City's target for the year; 60,000 square metres.

In its public domain lighting programs, the City expanded its street lighting inventory, complied with current standards for lighting levels and reduced energy consumption. The City will continue to review the emerging technologies in energy efficient lighting to ensure that we take appropriate measures to further reduce greenhouse gas emissions and support Council's vision for a carbon-neutral city.

A safe city

Let's Get Ready Sydney is a City program designed to prepare residents and businesses within the LGA to respond appropriately to a major incident or emergency. Focusing on educating participants and encouraging self reliance, the program was developed throughout 2006/07 and launched in July 2007. Let's Get Ready Sydney was recognised in the Australian Safer Community Awards and was State Winner of the Pre-Disaster Category.

In 2006/07, we installed 25 CCTV cameras broadening our Street Safety Camera Program to improve safety in areas including Hyde Park, Wynyard Park, Oxford Street, Kings Cross, Martin Place, and Broadway.

We also worked in partnership with a number of organisations to implement crime prevention initiatives and promote safety. The City worked with external agencies including:

- NSW Police
- Emergency NSW
- Security Transport Precinct Committee
- Circular Security Coordination Committee
- Australian Defence Force Counter Terrorism Unit

ey achievements

- Completion of Stages 2 and 3 of the Glebe Foreshore walk and restoration of Bellevue House
- Completion and adoption by Council of the Hyde Park Plan of Management
- Water reuse projects implemented as part of two new city parks – Harmony Park in Surry Hills and Barcom Avenue Park, Darlinghurst. Water is collected from adjacent roofs in both parks, treated, stored and used to irrigate lawns, garden and trees.
- After years of community action to prevent development of the former Water Police site in Pyrmont, work began to create a new 1.8 hectare park which will join with Pyrmont

- Point Park to provide residents and visitors with direct access to Sydney Harbour.
- Expansion of the City's Street Safety Camera Program in Hyde Park, Martin Place, Wynyard Park, Oxford Street, Kings Cross, and Broadway.
- Completion of the Let's Get Ready Sydney community awareness program designed to prepare Sydneysiders to respond appropriately during a major incident or emergency
- Development of the Crisis Management Plan and associated resources, including crisis management kits, mapping, and communications plans

Awards and recognition

Let's Get Ready Sydney

Winner NSW Australian Safer Community Award

Pre- Disaster Category

Barcom Avenue Park

Highly Commended NSW Sustainable Water Challenge 2006

 Retrofit Category – achievements in advancing sustainable water management

Water Police site

Master Plan for creating a park at the former Water Police site, Pyrmont

Parks and Leisure Australia

NSW Region Planning Award

Customs House Library

Australian Property Institute 2006 Local Government Award

Highly Commended

Customs House

2006 Master Builders Association

 Excellence in Construction Award for Adaptive Re-use of an Historic Building \$10M and over

Customs House

Energy Australia National Trust Heritage Awards 2006

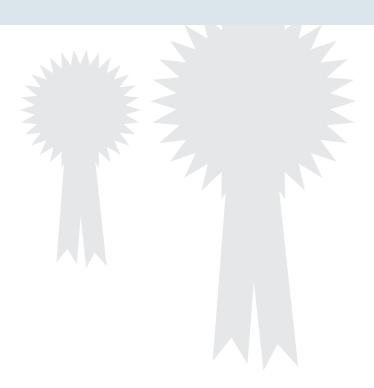
 Highly Commended – Adaptive Re-use Corporate/Government category

Local Action Plans

Local Government and Shires Association of NSW "The truelocal.com.au RH Dougherty Awards 2006"

Recognising Leading Practice in Communication Management Division C population more than 100,000

Joint Winner



Challenges faced

The City is responsible for a rapidly expanding range of assets but in particular street lighting assets. At the end of June 2007, we owned and maintained approximately 5,324 street lights, excluding Smartpoles which are owned by the City and maintained by Enerserve. The City of Sydney is currently one of the largest street lighting utilities in New South Wales and faces considerable operating and maintenance costs.

Maintenance of public utilities continues to be a challenge for the City, especially as there is a growing movement for utilities to undertake their own restorations. Our challenge will be to ensure that restorations are undertaken to the City's construction standards and that the integrity of assets is not compromised or degraded.

Looking to the future

In 2007/08, we will invest more than \$150 million in public works including upgrades for parks, streetscapes and buildings.

Park upgrades

Stage 1 of Redfern Park will be opened to the public with Redfern Oval construction and Stage 2 of park works continuing.

The Hyde Park Development Application is scheduled for lodgement in December 2007, with construction forecast to commence in mid 2008. In 2007/08, work will continue at Sydney Park, Walter Read Reserve and the Water Police Site. The city will plant 1,300 new trees.

Roads and streetscapes

Construction of Glebe Point Road will continue in 2007/08 with the undergrounding of power lines one of the project's significant outcomes.

Streetscape upgrades on York and Market streets will commence and community consultation on upgrades to King Street (between Clarence and Sussex streets) including a separated cycleway will begin.

City projects

In 2007/08, the design of public spaces at Green Square Town Centre will start to take place as community consultation helps inform the design of infrastructure and public domain. Development Applications for Green Square are scheduled to be submitted in mid 2008. Plans for creating the Southern Area Sports and Aquatic Centre in Green Square will also continue during the next year with completion of a Feasibility and Cost Benefit Study.

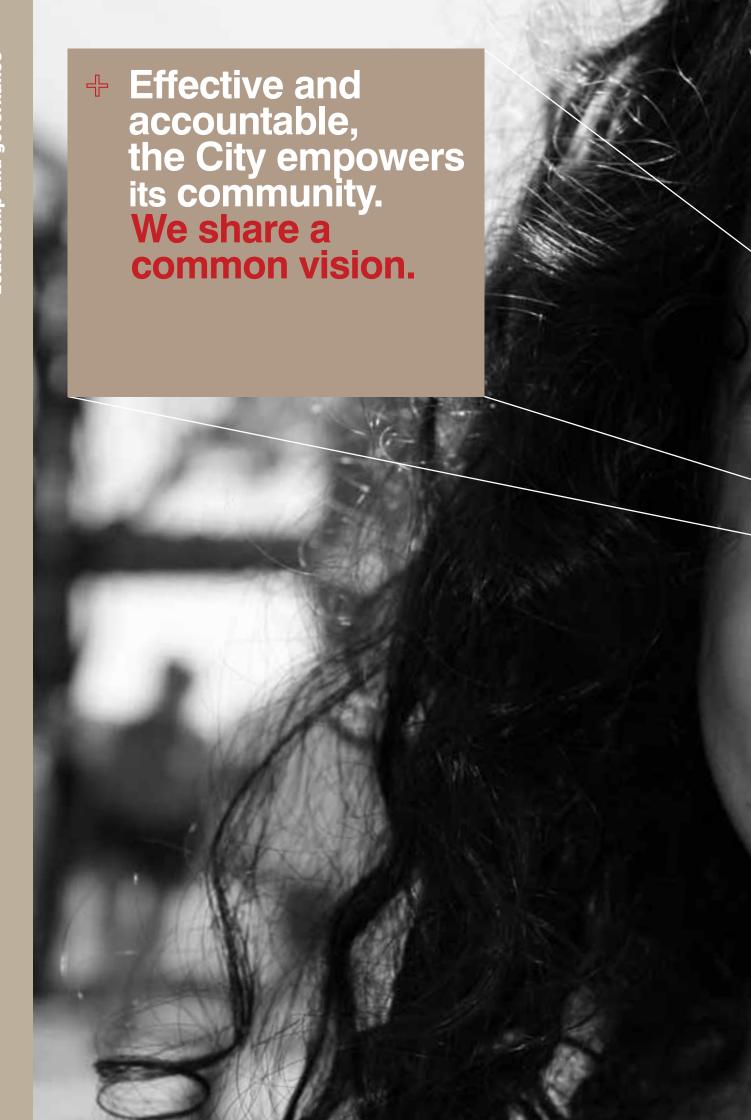
The construction of the \$19M Surry Hills Library and Community Facility will continue in the coming year.

Council will also call for tenders and commence upgrade works on Sydney Town Hall. Essential service works and refurbishments to Peace Hall and the Grand Organ Room will feature in the upgrade.

The City's Security and Emergency Management Operations Centre will be upgraded to achieve control room standard in 2007/08. This will require a new access control system and updating a number of existing systems.

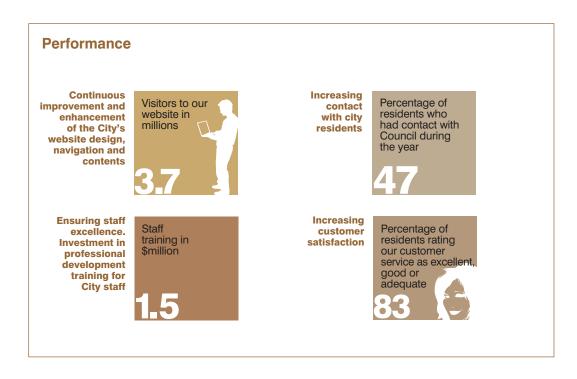
Key performance indicators

	04/05 Result	05/06 Result	06/07 Target	06/07 Result	Comment
Attendance figures to all the City's aquatic centres (in thousands):	858	780	882	861.2	
Cook + Phillip Park Aquatic Centre (in thousands):	525	464	515	506.3	
Andrew (Boy) Charlton Pool (in thousands):	123	132	147	109.7	17% decrease on last year. Weather badly affected attendances.
Prince Alfred Park Pool (in thousands):	47	52	50	48	
Victoria Park Pool (in thousands):	163	132	170	1972	
Attendances at recreation and activity centres (in thousands):	355	392.4	372	475.3	Targets exceeded. Providing additional programs remains a major factor in the increase.
Number of bookings of Council's parks and open spaces:	3,489	3,819	3,500	4,021	14.8% increase in usage above 2006/07 target and 5.3% over last year is due to more winter bookings at Jubilee Oval, Alan Davidson Oval, Wentworth Park and Alexandria Park.
Roads (in sqm):	NA	139,381	60,000	227,598	A review of the City's ageing infrastructures in Q1 led to an increased budget allocation for an additional 60,000 square metres giving a total road works program of 180,000 square metres. A new Road Material Contract delivered monetary savings enabling more road works to be completed.
Footpaths (in sqm):	NA	37,420	50,000	54,516	





The City of Sydney is an open, transparent and accountable organisation, providing sound governance and prudent leadership.



Update on primary projects

The City's vision is to provide Sydney's people with a sense of belonging. Its processes empower residents to contribute to civic matters and encourage active participation in planning our city's future. In 2006/07 a significant increase in the level of community and corporate engagement was achieved.

Local Action Plans

In 2006/07 the Local Action Plans project was one of our major programs and it offered unprecedented opportunities for community participation. Setting out to identify, promote and enhance the distinctive nature of the city's various villages, the city was mapped into eight zones and an extensive community consultation process began to determine how residents wished to improve the amenity and appeal of their neighbourhoods.

Throughout 2006, community forums were held across the eight zones, with residents presented with the opportunity to participate in two forums. Across the city, residents focused on projects that would support cultural diversity, promote renewal and increase the liveability of their neighbourhoods – more than 1,000 Action Items were identified.

In each zone, residents prioritised the Actions and we have undertaken to complete the projects through existing programs, capital works programs or via the development of new community partnerships.

A publication "A Snapshot of Projects – Local Action Plan Strategy 2007-2010" captured the Action items for each of the eight zones within the LGA. The publication was well received by the community and during Local Government Week, August 2007, it won the RH Dougherty Award.

Sustainable Sydney 2030

In June 2007, the City launched a new and even wider-reaching public consultation project. Sustainable Sydney 2030 is a long-term vision and plan for the city and is the most ambitious public consultation program ever undertaken by Council.

Before the draft Sustainable Sydney 2030 plan goes on exhibition in early 2008, more than 10,000 Sydneysiders will have been consulted on their vision for Sydney in the year 2030. Children, the elderly, and Sydney's ethnic and Indigenous communities will all have contributed to the planning process.

Public consultation programs

Throughout 2006/07 we managed extensive community, business and public consultation processes, providing opportunities for residents to have their say on a number of projects. The new City of Sydney City Plan, Green Square, and providing for people with a disability, were some of the issues canvassed.

The City continued its program of City Talk events. The popular program is designed to stimulate community debate on significant issues. Three City Talk events were held in the year.

In the past twelve months, we held:

- 17 Community Forums
- 40 community meetings for specific City Projects and large developments
- 20 community meetings for strategic planning
- 20 community events such as celebrations for the opening of new facilities or parks
- 16 Local Action Plan consultations
- 9 Business Forums
- 5 Access Forums
- 15 Sustainable Sydney 2030 consultation information sessions

In 2006/07, five issues of City News were produced and circulated to 110,000 residents and businesses. A special Christmas edition of City News was inserted into the Daily Telegraph, with 300,000 copies distributed.

Our Call Centre continues to provide residents and businesses with information on Council services. Increased staff training, along with continuing improvement to the Customer Request Management system, has seen enquiries managed more effectively in terms of the quality of response and the time taken to resolve enquiries.

The City of Sydney website is increasingly the first port of call for residents and visitors wanting information on the various services and facilities offered by Council. The site features online feedback areas, including a place for people to contribute to the Sustainable Sydney 2030 project. Residents can also report graffiti, lost rubbish bins or illegal dumping, or book venues such as Town Hall.

The City's 'What's On' website is also growing in popularity. The fortnightly What's On e-Newsletter has 13,000 subscribers.

City Planning is continuing to gain more profile on the City of Sydney website. Residents now have greater access to information on DA consents, improved mapping and interactive searching. All DA's lodged after October 2004 are now available on the City of Sydney website.

City staff

Monica Barone was appointed as CEO in August 2006 after acting in the role for some time.

A review of management structures by KPMG, saw the City restructure its administration to increase efficiency and create better reporting lines. New divisions and responsibilities were implemented in early 2007.

We continue to provide traineeships to more than 200 staff in areas such as frontline management, civil construction, customer care, horticulture and regulatory services.

In 2006/07, we partnered with the Aboriginal Employment Service to provide Indigenous students with a schools-based traineeship. Five students trained with us throughout the year and the program will expand in 2007/08.

Working to ensure an equitable workplace culture, the City also has a Women in Leadership Program. Formed by senior female managers, the program includes mentoring, networking opportunities, sponsored breakfast seminars and quarterly lunch briefings. High profile women who hold leadership roles are guest speakers at these events.

Becoming an employer of choice

We continue to implement leading employment practices such as EEO, OH&S and look to improve work conditions to improve staff retention and attract capable staff.

In 2006/07 we increased staff health services providing general health checks, nutrition advice, skin checks and vision testing. City staff are also provided with health newsletters and can participate in pilates and fitness classes. We also sponsored staff participation in the City to Surf and the Spring Cycle and support various health improvement programs such as Walk to Work Day and Ride to Work Day.

During 2006/07 the City Rangers were provided with a new animal control vehicle. The specially designed vehicle represents a significant OH&S improvement in the area of companion animals handling.

Our various staff health programs and other initiatives have helped reduce sick leave to 7.04 days per employee down from 7.65 sick days in 2005/06.

The City's OH&S Innovation Awards program commenced in November 2006. The awards recognise individuals and teams who display innovation or creativity in their approach to workplace safety. With an increased focus on OH&S, the City's Lost Time Injury Frequency Rate was reduced to 9.43 days, well below the target of 17.72 days.

Freedom of information

In 2006/07, the City received 24 new applications on Freedom of Information grounds (compared to 35 applications in 2005/06). We processed requests using the Access to Information Policy, enabling the provision of publicly available information through 1,979 Document Access Requests.

In 2006/07 two Freedom of Information applications were withdrawn (an increase from nil (0) applications in 2005/06). The assessed costs and fees received in 2006/07 was \$4,162.50 (compared to \$1,665.00 in 2005/06).

In 2006/07, there were no appeals against FOI determinations made to the Administrative Decisions Tribunal.

Council of Capital Cities Lord Mayors (CCCLM)

In 2006/07, opportunities to provide better governance of our major cities were increased through the finalisation and launch of Council of Capital Cities Lord Mayors national policy statements. The CCCLM, including Lord Mayor Clover Moore MP, gained an audience with both the Prime Minister and Leader of the Opposition. Policy on sustainable cities, transport and infrastructure, social infrastructure, affordable housing, global engagement and tourism and city safety and security were some of the significant issues addressed.

Key achievements

- In 2006/07, the number of sick days taken was reduced – an average of 7.04 days sick leave were taken per employee compared with 7.65 days the previous year.
- During 2006 /07, the City invested \$1.5M on the training and development of its employees. The Professional Development Program, which features a number of opportunities for staff to increase their professional capabilities, has had a positive influence on staff retention. The Program has also assisted Council attract new staff in a tight employment market.
- New uniforms have helped to improve public perception of the City's Rangers. The contemporary uniform is designed to improve the public image of Rangers, making them appear more approachable. Rangers have also been issued with City Maps allowing them

- to provide assistance to visitors and engage with the public. Several Rangers' operations received significant positive media coverage throughout the year.
- The Ranger's new hand-held infringement devices offer significant advantages in terms of reporting and reconciliation.
- The development and public exhibition of the plan to notify residents of all programed pesticide use in the LGA was well received.
- The City modified operations to reduce noise. Council has restricted blower usage to three months of the year (Autumn) and now uses quieter blowers to reduce noise levels.
- The City completed its organisational restructure and recruited key management and supervisory positions.

Challenges faced

The City's Local Action Plan project is one of Council's most successful initiatives and while 166 Actions from the Local Action Plans project have been completed, the scale and complexity of some projects has seen 61 Action items fall behind schedule. A further 667 Actions are on schedule for completion.

Staff turnover in Building Surveyor and Health Surveyors positions were particularly problematic due to the shortage of qualified and skilled applicants.

While the City continues to advocate for Federal government action on its capital cities development policies and uses its position on the Council of Capital City Lord Mayors to advance Sydney's position, lack of response from the Federal government will put Sydney at risk of falling behind its international competitors.

Looking to the future

Consultation for Sustainable Sydney 2030 will be completed in December 2007. Our draft report will go on exhibition in the first half of 2008, making implementation of the project, our major focus. A program of City Talk events will also support the development and implementation of Sustainable Sydney 2030.

Jan Gehl's Public Space and Public Life study will be finalised in December 2007 and he will travel to Sydney to present the findings to Council and the people of Sydney. The implementation of a Pedestrian Strategy and Action Plan will become our priority in 2007/08.

Following a successful inaugural event in August 2007, the City's events team will deliver an expanded Live Green in Victoria Park in 2008. We will continue to advocate for action on climate change and provide advice on sustainable living.

In 2007/08, Earth Hour is set to become a global project. A sponsor of the 2007 Sydney event, the City of Sydney will continue to support this high profile environmental campaign.

In 2007/08 we will establish a grants program allowing community groups to submit proposals to secure funding to complete various Action Items identified on their Local Action Plan. The Matching Grants Program will provide \$100,000.

We will continue to improve our website and provide easier access to information. Improved search engine functions, integrated map interfaces and RSS technology (Really Simple Syndication) will allow users to see a list of all new items added to the website in the areas of news, public meetings, jobs, Development Application exhibitions and events. We will also provide online access to Council Business Papers.

Key performance indicators

	04/05 Result	05/06 Result	06/07 Target	06/07 Result	Comment
Total staff establishment number	1,591	1,633	1,682	1,556	Includes 30.73 temporary staff and 43.91 casual staff (full time equivalent)
Average sick days absence per EFT employee in the past 12 months	7.6	7.65	7	7.04	The result reflects continued cultural change and increased management awareness and attention to this issue.
Lost time injury frequency rate (LTIFR) LTIFR = number of lost time injuries/number of hours worked x 1,000,000	23.9	10.92	17.72	9.43	The good results reflect an increased awareness of OHS among staff and management and compliance with the City's OHS management system.
Call Centre – total calls received	NA	N/A	N/A	226,386	Calls received per quarter continue to rise compared to the same times last year.
Call Centre – percentage of calls answered within 20 seconds	NA	N/A	80%	74%	Service levels continue to improve over previous quarter with additional training of staff.
Call Centre – percentage of first call resolution	NA	40%	60%	45%	First call resolution has been affected by the numbers of new staff joining the centre in recent months. The trend is now upwards
Over the counter transaction at Service Centres	NA	94,000	100,000	78,173	
Number of visitors to Council's website in the last 12 months (in millions)	2.24	2.629	3.0	3.70	Exceptional growth in visitor numbers reflects acceptance of the site and relevance of information provided.
Total number of customer requests received	NA	36,000	80,000	61,650	
Percentage of customer requests actioned within agreed KPIs	NA	N/A	80%	87%	Exceeded target.



