



2013–14

City of Sydney CORPORATE PLAN Q4 REPORT



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City of Sydney – Corporate Plan

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1 A globally competitive and innovative city

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

1.P.1 Plan for growth and change in the city centre

Major Projects	Completion Date	% Complete	Progress To Date	Status
City Plan				
Conduct a review of the planning controls for Central Sydney to ensure adequate capacity for jobs growth.	2014	60	<p>Capacity Study is 95% complete and progress continues on the urban design analysis.</p> <p>A briefing for Central Sydney Planning Committee was prepared in July.</p> <p>A report on the Central Sydney review is being prepared for later in the year, around detailing the issues and seeking endorsement of key principles for the preparation of a Planning Proposal.</p> <p>The visitor accommodation study will also feed into the review.</p> <p>The review of the planning controls for Central Sydney is aiming for completion by the end on 2014, with the Planning Proposal process commencing in 2015.</p>	Watch

Major Programs	Progress To Date	Status
Open Sydney		
Implement the OPEN Sydney strategy, a long term and wide reaching strategy and action plan for Sydney's night time economy	<p>Work on OPEN Sydney is progressing well.</p> <p>During this year, the innovative food truck program expanded to allow 50 trucks, the program won the Local Government Arts & Culture Award for 2014, there have been 31 media articles, 8,782 new Sydney Food Truck App downloads (with 61,694 total downloads since 2012), and the first Food Truck 101 workshop was held, booking out in one day, with 169 attendees.</p> <p>This year also saw the Sydney CBD Entertainment Precinct Plan announced by NSW Premier to create a safer late night economy with lockouts, last drinks at 3am and a Plan of Management, with Council sharing responsibility for delivery of the plan. This is a two year plan, with Council contributing to the evaluation framework for the new measures.</p> <p>A successful trial of the Bayswater Road transport only zone was completed during this period with significant increases in taxi supply and compliance to support visitors to Kings Cross to get home.</p> <p>An OPEN Sydney Sector Roundtable was held in November 2013, to report on the progress in delivering the strategy. At that time 51% of actions had commenced or were complete.</p>	On Track

1.P.2 Strengthen globally competitive clusters and networks and develop innovative capacity

Major Programs	Progress To Date	Status
Floorspace and Employment Survey		
Analyse and report on the results of the five-yearly Floorspace and Employment Survey of the local government area.	<p>The data collection and validation from the 2012 Floor Space and Employment Survey (FES) has been completed. The analysis of findings has been completed and reports for each Village Group as well as the Central Business District and Local Government Area have been published on the City's website.</p> <p>The data has been made available for use by City staff in the development of policies, strategies and programs, including; capacity study; local economy profiles.</p> <p>In May, the findings were shared with the Chambers of Commerce and Business Partnerships at a forum.</p> <p>During Q4, the City's FES related web pages had received 1,130 page views (average 87 per week) and 152 downloads of available reports and data.</p>	On Track

1.P.3 Plan for City south growth, including managing the capacity of economic infrastructure such as Sydney Airport and the port

Major Projects	Completion Date	% Complete	Progress To Date	Status
Industrial Lands Study				
Conduct an Industrial Lands Study to support City South growth and a draft Employment Lands Strategy for public exhibition to support employment growth to the South of the LGA.	2013	100	The draft Employment Land Planning Proposal to implement the recommendations of the Employment Lands Strategy was reported to Council and Central Sydney Planning Committee (CSPC) in June 2014. Assuming a Gateway Determination is issued by the Minister for Planning, the draft Planning Proposal will be placed on public exhibition and reported back to Council and CSPC in the first quarter of 2015.	Complete

1.P.4 Strengthen Sydney's global competitiveness

Major Projects	Completion Date	% Complete	Progress To Date	Status
Economic development strategy				
Prepare a comprehensive economic development strategy and action plans to guide local development and promote growth in a range of business sectors including Retail, Tourism, Creative Industries, Education, Local Economies, Entrepreneurs and Small Business, Hospitality, Eora Journey, International Engagement, Green Economy and Finance & Business Services sectors.	2016	100	<p>Since the adoption of the Economic Development Strategy in December 2013, work is progressing on actions plans for a number of our key economic sectors or themes including International Education, Entrepreneurs and Digital Start Ups, Connections with Asia, Village Economies and the Eora Journey Economic Development Plan.</p> <p>Since the adoption of the Retail and Tourism Action Plans in December 2013, work has continued on the implementation of key actions for both sectors.</p>	Complete

Major Programs	Progress To Date	Status
Economic Development		
Implement priority actions from the Green Economy plan to support growth and development.	The implementation will begin when the Sector Plan is finalised.	On Hold
Implement priority actions from the Finance and Professional Services Sector plan to support the continued growth of the sector.	The implementation will begin when the Sector Plan is finalised.	On Hold
Implement priority actions from the Retail Action Plan that focus on delivering a quality experience in the City centre and Villages, building business capacity, removing barriers for business and improvement of communication with and between businesses.	<p>The City continues to implement actions identified in the adopted Retail Action Plan.</p> <p>This quarter, the City worked with Business Events Sydney to leverage economic opportunities to our retail and food and beverage industry around the Rotary Conference in June 2014 where 20,000 Rotarians visited Sydney for their conference.</p> <p>The Retail Advisory Panel formed two sub committees to work on Events and Christmas. The Events Subcommittee is developing a year-long calendar around key retail opportunities. The Christmas subcommittee is developing a call to action for the retail industry around existing and proposed Christmas events and opportunities including sponsorship.</p>	On Track
Support the Retail Advisory Panel.	<p>Two meetings of the Retail Advisory Panel have occurred this quarter and the Panel has established two subcommittees to work on opportunities for the retail sector around events and Christmas.</p> <p>The Panel and the City are developing a communication strategy with retailers to ensure any messages around events and Christmas activities are distributed efficiently and effectively to all retailers in the city.</p>	On Track
Implement priority actions arising from the plan to increase engagement with Asia including an annual program of events to promote engagement and build capacity in business.	<p>In May 2014, the City participated in a trade mission in Beijing, China as part of a NSW Government led trade delegation to promote the creative, digital and design sectors of the City of Sydney and NSW economies. This trade mission allowed the City to strengthen its social, cultural and economic ties with Chinese government officials and industries. The Lord Mayor attended the first day of the trade mission and was a keynote speaker at a NSW promotional event.</p> <p>The City developed and launched its Global Sydney campaign during the trade mission which highlighted the City's creative, economic and educational credentials in the market.</p> <p>On 23 June 2014, Council resolved to support a series of recommendations to strengthen the bilateral relationship with China with a number of actions to be delivered following on from the China mission. One of actions is a China Forum to discuss opportunities for business collaborations between the City and China.</p> <p>The annual Sydney-China Business Forum is scheduled for 17 November 2014. The topic of the forum is Australia-China Partnerships in Financial Services. The City has been working with the University of Sydney to develop and promote the event to key partners and allies in order to position Sydney as the financial services capital in the Asia-Pacific.</p> <p>As part of the preparation of an action plan, the City is developing a new program around recognising our local businesses that have a reach into the Asia region. Work is underway to organise a business luncheon as part of Chinese New Year in 2015.</p>	On Track

Implement priority actions from the Entrepreneurs and Small Business plan.	<p>The preparation of a draft Action Plan to support entrepreneurs, with a focus on technology startups, has continued.</p> <p>The City continued to support the community of technology and creative entrepreneurs through the 66 Meet-Ups events and support for the Practical Business Learning for Entrepreneurs UTS@Hub Pilot Program of business education workshops and mentorship.</p> <p>In May, the City continued to support CeBIT, the largest business technology event in Australia, through a cash sponsorship agreement.</p> <p>The City hosted a Tech Startup 101 seminar in June which aims to provide an introduction to the City's tech startup ecosystem.</p>	On Track
Implement priority actions arising from the Eora Journey Economic Development Plan.	The City procured Five Grants for Aboriginal and Torres Strait Islander owned businesses to undertake a concentrated program of consultation with a wide range of stakeholders involved with Aboriginal and Torres Strait Islander economic development in the City of Sydney LGA. The consultation included workshops, attendance at events, one-on-one interviews, online surveys and community meetings. The findings from this engagement will inform the Eora Journey Economic Development Plan.	On Track
Work with local businesses and the community to develop priority precincts including Oxford Street and William Street	<p>Throughout the year the City continued to work with local business and community to support the revitalisation and development of priority precincts including Oxford Street and William Street. Key highlights include:</p> <p>Oxford St</p> <ul style="list-style-type: none"> • In the past year, the City have hosted 12 tours of the Creative Spaces with key stakeholders including Darlinghurst Business Partnership, City of Melbourne, Sydney Morning Herald, City of Yarra, NSW Small Business Commissioner and Woollahra Council. Tours were also held for City staff to help them further understand the project and how cultural activity can intersect with all sections of Council. • The City continues to work with the Paddington and Darlinghurst Business Partnerships with introductions to appropriate cultural contacts and opportunities for improving Oxford Street. In the past 12 months the City has undertaking a series of Customer Intercept Surveys and a business survey to provide insight into the consumer market including Oxford Street. • The Oxford Street Creative Precinct Network continued to meet to bring together key cultural organisations, businesses and individuals from the precinct and facilitate stakeholder communication, knowledge sharing and exchange of information; encourage collaboration and joint programming and/or marketing; and determine issues for advocacy or intervention. • Short term creative tenants occupied the City's premises along Oxford St throughout the year including uses for sculptural furniture pieces, trade and retail showroom and creative displays, co-working space for techs working in the hardware, electronics, prototyping and maker community, and emerging fashion and object designers. <p>William St</p> <ul style="list-style-type: none"> • Following an Expression of Interest calling for organisations and enterprises looking to operate creative incubator or co-share space, a group of seven small to medium sized businesses moved into Level 3 of 101-111 William St. Organisations representing the fields of architecture, fashion design and digital music established Wis(c)h - an energetic co-working space. <p>Following a competitive expression of interest process seven tenants were selected to live in the apartments. The tenants' artistic work include the use of improvised music, experimental sound composition, animation, 3D printing and prose, painting, drawing, printmaking, ceramics, sculpture and music-related animations. Residencies are for a period of 12 months.</p> <ul style="list-style-type: none"> • Empty showroom windows in William Street were activated with photographic exhibitions between capital works programs. 	On Track
Implement priority actions from the Education Action Plan.	<p>The City employed two International Student interns for a 12 week period as part of the work integrated learning initiative.</p> <p>The City attended a Trade Mission in Beijing led by NSW Trade and Investment where the promotion of Sydney as an education destination was a key component.</p>	On Track

The City has prepared two key initiatives around welcoming international students who are part of the mid-year intake at our education establishments. The first is a series of posters displayed in bus shelters to create awareness of the international student orientation guide that the City supports to enhance a positive live-work-study experience. The second is a welcome message on our website including translations into more than a dozen languages. The AT-Kearney index named Sydney as the most popular city in the world for international students. The release of the results received a lot of positive media coverage, locally and internationally about our initiatives around student wellbeing.

Implement priority actions from the International Engagement Plan.	The City continues to welcome and support incoming international visiting delegations. A key delegation in the last quarter was led by the Vice Governor of Wuhan Province in China.	On Track
Awards and Recognition and Skills development Programs		
Encourage business within the City to improve sustainable outcomes and reward best practice through awards and recognition programs. Provide ongoing support to business through skills development programs including the City's regulatory and approvals processes.	Highly successful business programs throughout the period included the City's 101 business assistance seminars, China Connect forums and CitySwitch and Better Business Partnerships. The City sponsored NSW Business Chamber's South East Sydney Awards Program 2014 with 85% of finalists announced in June from the City's LGA.	On Track
Security and Emergency Management		
Support police to rapidly assess and respond to situations through 24 hour monitoring of street activities and provision of CCTV footage.	<p>The Street Safety Camera Program assisted in the management of 1,154 incidents between April and June 2014, bringing the total number of incidents managed for the year to 4,085.</p> <p>The City received 361 applications for footage between April and June 2014, bringing the total number of applications for the year to 1,441. This is a decrease of 19 applications over the previous year.</p> <p>The City released 214 items of footage between April and June 2014, with an annual total of 933 items of footage released for use in the investigation and prosecution of offences.</p>	On Track
Work with the community to build capacity to respond to and recover from emergencies.	<p>The Local Emergency Management Committee, chaired by the City of Sydney, is reviewing the risk assessment for the Local Emergency Management Plan. The risk assessment will provide input into prevention, preparation, response, and recovery activities in the Local Emergency Management Plan. The review is due to be completed in December 2014.</p> <p>The Local Emergency Committee also commenced a review of potential evacuation and welfare centres in the local government area. This review is due to be completed by December 2014.</p> <p>The City continues to work with the advisory group for the 'Emergency Management Planning - Piloting a Health Check for Local Government' project. Coordinated by the Sydney Coastal Councils Group, this project aims to develop and test approaches for measuring the capability of Local Governments to fulfil their roles in emergency management. This project is expected to be completed by September 2014.</p>	On Track
Develop and implement emergency management plans for all Council community facilities and properties	The City provides 164 training and evacuation exercises for Council properties each year. These exercises are designed to ensure staff and customers are evacuated safely in the event of a building emergency.	On Track
Safe City		
Prepare and update a 3 year Safe City Strategy to decrease crime and improve perceptions of safety	A Safe City survey was conducted with residents, workers and visitors to understand perceptions of safety within the city. The analysis of the findings from the sample of 850 survey responses indicated that alcohol related anti-social behaviour attracted the highest proportion of mentions for residents, as well as workers and visitors. 29% of visitors, 21% of residents and 15% of workers mentioned alcohol-related anti-social behaviour as a key safety issue. Residents, workers and visitors stated that they felt less safe than they did 12 months ago even though 14 out of the	On Track

17 major crime categories monitored by the Bureau of Crime Statistics and Research (BOCSAR) show significant downward trends.

Specific night time situations such as visiting entertainment precincts or shopping precincts after dark, a lower proportion of respondents felt unsafe when compared to other night time scenarios such as using public transport or residents walking around their local area after dark. For example, only 18.5% of respondents feel unsafe visiting shopping precincts after dark whilst 29.5% of respondents feel unsafe walking in their local area after dark. These results suggest that people perceive areas which are busy or lively to be safer compared to areas prone to less

Surprisingly, traffic and speeding cars were also a key issue for workers, visitors and visitors suggesting safety means different things to different people.

The key issues facing social housing tenants living in the local government area is very different to other residents, workers and visitors. A higher proportion of social housing tenants mentioned safety concerns relating to potential criminal activities such as drug dealing, theft and burglary.

1.P.5 Enhance tourism infrastructure, assets and branding of the city		
Major Programs	Progress To Date	Status
Sydney New Year's Eve		
Deliver Sydney New Year's Eve celebrations as part of increasing awareness of Sydney as a tourist destination.	<p>2013 Sydney New Year's Eve attracted record crowds to the Harbour and viewership worldwide. Feedback and media coverage was overwhelmingly positive with some referring to the event as "best ever".</p> <p>2013 saw the largest crowd experienced for Sydney New Year's Eve and with the exception of crowding and anti-social behaviour in Beare Park this record crowd was very well managed.</p> <p>For the first time the event was broadcast live on YouTube via sponsorship from Telstra. The online broadcast was very well received with initial figures indicating 5.1 million views from 179 countries. Real-time feedback during the broadcast was overwhelmingly positive. This sets a solid baseline for future online activity.</p> <p>The media and publicity of the event increased by 63% compared to 2012 with 9,828 stories in Australian print, radio and television. Seven Sydney New Year's Eve media releases were translated into Mandarin and pitched to the Chinese media, resulting in around two thousand items published online, and in print, radio and television.</p> <p>The marketing of Sydney New Year's Eve again reaffirmed Sydney as the New Year's Eve capital of the world with highly successful digital and social media campaigns. The sydneynewyearseve.com site experienced a 25% increase in visits with 230,386 visits on 31 December alone. Massive increases in Twitter activity were experienced due to a focus on content with a 155% increase in re-shares.</p> <p>Development of the 2014 event is well under way with the announcement of Creative Ambassador Jack Thompson and theme Inspire. Timed with the announcement was a change in the event's branding to SYDNYE and the addition of "City of Sydney Presents" to all collateral.</p> <p>The Sydney New Year's Eve 2014 - 2017 Inclusion (Disability) Action Plan has been aligned with the City's overall corporate action plan. The action plan aims to produce an experience of Sydney New Year's Eve that is safe, inclusive, accessible and enjoyable for all.</p> <p>New infrastructure, security and management has been scoped and is being implemented at several City parks following the outcome of a risk based review. The review of more than 200 parks was conducted to address anti-</p>	On Track

Christmas in the City

Deliver the Christmas in the City program as a celebration of Sydney Christmas through the development of new partnerships.

The Christmas Concert program increased pedestrian traffic in the City Centre and Villages both before and after the events, driving consumer activity in the respective centres. The peak activity was in Martin Place on 28 November where the site reached maximum capacity.

On Track

The 2013 Christmas Marketing and Communications campaign reached an audience of over 9.9 million people. There was extensive coverage in all major media outlets across print, radio and TV, particularly on 28 November, the day of the two city concerts, where 19 unique stories reached an audience of over 1.2 million people.

The City Christmas celebrations were completed successfully including:

- Two city concerts (Hyde Park and Martin Place)
- Four Village Concerts (Rushcutters Bay, Alexandria, Rosebery and Surry Hills).
- Sydney Square choir program
- Thursday Nights choir program

Highlights for the celebrations included the Sydney Square program which was held for the first time this year, to complement the newly conceived digital projections. The Surry Hills Village Concert was staged in Prince Alfred Park to cater for a larger audience capacity than Ward Park.

Chinese New Year Festival

Deliver the Chinese New Year Festival as a significant local and international celebration of cultures that observe Lunar New Year.

2014, the Year of the Horse, was the 18th Chinese New Year Festival presented by the City of Sydney.

On Track

The festival achieved its objectives of; showcasing the dynamism and vibrancy of traditional and contemporary Chinese/Australian culture to the world; celebrating unique Asian Australian culture and heritage; broadening participation in the festival to communities that celebrate the Lunar New Year and recognising the major contributions that the Chinese, Korean and Vietnamese communities have made and continue to make to Sydney, NSW and Australia.

A highly integrated advertising and communications plan conveyed key event information and messaging, using the full media mix of television (TVBA), radio, press, magazines, digital, outdoor and social media.

The City tracked coverage of the 2014 festival beyond Australia in the following countries across print, TV, radio and online media: China, Korea, Japan, Thailand, Vietnam, the United Kingdom, Germany, Canada, France, Spain, Italy, Serbia, Saudi Arabia and the United States.

A highlight was the inclusion of a festival highlights video package in Qantas' in-flight entertainment program on all domestic flights to Sydney and international flights to Australia throughout the festival period – promoting the festival directly to a significant interstate and international audience. Key festival information was also featured in a range of other in-flight magazines on airlines including Virgin, Jetstar, Tiger, Scoot, China Southern and China Eastern.

The charity partner for 2014 was Chinese Parents Association – Children with Disabilities Inc. It provides a range of services for people with disabilities and their families, and promotes a caring community by raising awareness of the needs of these families and by bringing parents together to form self-help groups.

Key Dates:

- Festival Launch: 24 January 2014
- Chinese New Year Markets: 24 – 26 January 2014

- Chinese New Year Twilight Parade: 2 February 2014
- Dragon Boat Races: 8 – 9 February 2014
- Festival Attendance: 380,000 pax approximately

This was the first year the City commissioned the festival hero artwork by Chinese- Australian artist, Hu Ming. This original artwork was displayed at the festival exhibition – Crossing Boundaries and the original painting is now part of the civic collection.

The City hosted its 9th delegation from China. This delegation was organised by the Ministry of Culture with the assistance of Ausfeng Group. A delegation of approximately 350 people performed at the Twilight Parade. A small delegation from the Shaanxi Cultural Troupe participated in the Festival Launch and CNY Markets.

The program included over 75 separate associated events, presented by 40 different Associated Event partners. Events were promoted in the Festival Program and Website under five umbrella categories:

- 5 Food
- 23 Entertainment
- 9 Exhibition
- 22 Talk & Workshops
- 16 Tours

Promoting Sydney

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

The City's support for Business Events Sydney continues. In the last year, the City's funds have helped to secure events (to be delivered in 2014 - 2016) which will result in a combined total delegate days of more than 38,000 and an estimated economic contribution in excess of \$42 million. Decisions are still pending on a number of events which if all are secured, will deliver a further 13,700 delegate days with an economic contribution of approximately \$12 million.

On Track

Partner with the State Government to implement a master events calendar and provide support for events and festivals supported by Destination NSW

Destination NSW (DNSW) and the City of Sydney worked closely over this period to position Sydney as the global capital of Australia, with collaboration on projects such as:
 *City musicals - Lion King, Strictly Ballroom - promotion through various City channels and assistance with City spaces/activations
 *Promotion of Sydney's village precincts as cultural and food destinations
 *Sydney's ever increasing Cruise Market - joint survey with Sydney Ports, Destination NSW. Servicing this market through The City's 'meet and greet program'
 *Ongoing Sydney Tourism Information Partnership with DNSW and Sydney Harbour Foreshore Authority
 * Events promotion such as Vivid Sydney 2014

On Track

Provide support and sponsorship to identified major events and organisations in recognition of their significant contribution to the social, cultural and economic life of Sydney.

In 2013/14 the City supported a number of events to the total value of \$6,514,501 in cash and value in kind. These events include Yabun Festival 2014, Sydney Festival, Sydney Gay and Lesbian Mardi Gras 2014, Biennale of Sydney 2014, Vivid Sydney, Sydney Writers' Festival 2014, Sydney Fashion Festival 2013, Sydney Contemporary 2013 and Corroboree 2013, an Aboriginal and Torres Strait Islander art festival.

On Track

Enhance Visitor Information Services to promote Sydney attractions and events and assist visitor orientation and movement around the city

Overall, the volumes across the Tourism Information Kiosks have decreased 8 per cent from 135,242 in 2012/13 to 124,398 in 2013/14. However, visitations to the Haymarket Kiosk increased by 14%, which suggests increased visitors from China.

On Track

The Meet and Greet program for international cruise ships ceased for the season in May 2014, with the program starting again later in the year for the summer. Over 60 ships were serviced, with each meet and greet lasting approximately 3 hours. Over 10,000 passengers were engaged over the entire program with 6,625 maps and 2,298 official guides given to passengers. Overall feedback from passengers was again very positive about the quality of the service. In February 2014 the City commenced operating a Meet and Greet service at White Bay terminal.

Implement priority actions from the Tourism Action Plan; enhancing the quality of visitor experience in Sydney, strengthening partnerships

The draft City of Sydney Visitor Accommodation Review (Sydney Supply & Demand Study) has been prepared for reporting to Council and further engagement with the industry sector. The Study is one of the key actions identified in

On Track

to promote Sydney and encouraging the development of tourism products and infrastructure.

the Tourism Action Plan.

The City provided support to Destination NSW for the Vivid Festival in light of the potential economic benefit for local business and the City's role in managing the public domain. In April 2014, Council approved a sponsorship agreement with Destination NSW for the Vivid Festival for the three years 2014, 2015 and 2016 for cleansing and other value in-kind services up to a total value of \$230,000 per annum (excluding GST) subject to ongoing research demonstrating increased economic and other benefits for the business community.

1.5.1 Key Performance Indicators

Brand Sydney - Sydney is a destination for international visitation for business, tourism and study

Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	Q1	2013/14 Result Q2	Q3	Q4	YTD	Comment	Status
Percentage of the population using the City after 6pm (measured bi-annually)	%	-	-	-	-	17	-	0	17	The research is conducted every two years.	Indicator Only
Percentage of retail premises open after 6pm (measured bi-annually)	%	-	-	-	-	19	-	0	19	The research is conducted every two years.	Indicator Only
Estimated numbers attending Sydney New Year's Eve City of Sydney events	M	1.5	1.6	1.5	-	1.6	-	-	1.6		Indicator Only
Estimated attendance at Christmas in Martin Place	No	6,000	8,000	8,000	-	8,000	-	-	8,000		Indicator Only
Attendance at Chinese New Year Twilight Parade	No	100,000	100,000	100,000	0	0	130,000	0	130,000	Police estimates are in excess of forecast estimates.	On Track
Total estimated attendance at the major festivals supported by the City through the Grants and Sponsorship program (measured annually)	No	-	-	-	-	-	-	893,554	893,554	In 2013/14 an estimated total audience of 893,554 attended the Sydney Writers' Festival, Sydney Film Festival and the Biennale of Sydney	On Track
Value of grants to major festivals and events	\$	3,474,266	6,519,844	2,580,000	287,889	858,912	4,248,700	1,119,000	6,514,501	In 2013/14 events supported include and are not limited to the Yabun Festival 2014, Sydney Festival, Sydney Gay and Lesbian Mardi Gras 2014, Biennale of Sydney 2014, Vivid Sydney, Sydney Writers' Festival 2014, Sydney Fashion Festival 2013, Sydney Contemporary 2013 and Corroboree 2013, an Aboriginal and Torres Strait Islander art festival.	Indicator Only
Value of business / economic grants approved	\$	1,519,540	-	-	112,709	350,850	66,000	424,500	954,059	In 2013/14 support was provided across the following grants and sponsorship programs, Finegrain Business Development Matching Grants, Village Business Partnership Grants, Shopfront Improvement Grant and Business Events Sponsorship.	Indicator Only

2 A leading environmental performer

Green Infrastructure is defined by the City to include decentralised energy (renewables, trigeneration and other low carbon generation), decentralised water and waste to energy

2.P.1 Implement technologies and actions to reduce energy consumption and greenhouse gas emissions across the local government area

Major Projects	Completion Date	% Complete	Progress To Date	Status
Energy Master Plans				
Finalise master plans for decentralised energy (trigeneration and renewables) and energy efficiency.	2014	85	Decentralised Energy Master Plan - Trigeneration And Decentralised Energy Master Plan - Renewable Energy complete. Draft Energy Efficiency Master Plan near completion.	On Track
Install Green Infrastructure in the City's facilities where feasible.	2017	50	Council approved proceeding to tender for supply of trigeneration at Town Hall House. Quotations called to investigate feasibility for trigeneration at indoor pools.	On Track
Lead, facilitate and/or advocate for the installation of green infrastructure at all urban renewal precincts.	2014	100	The City has actively advocated for the installation and education on green infrastructure at sites including; Barangaroo, Green Square Town Centre, Central Park, and Sydney International Convention, Exhibition and Entertainment Precinct. The City will continue to investigate and advocate for installation at all urban renewal sites.	Complete
Initiate priority actions as outlined in the energy master plans	2015	30	Council approved sponsorship of 1st Australian Community Renewable Energy Congress. City continues to show by doing with installation of solar PV under contract, and Expressions of Interest called for trigeneration.	On Track

2.P.2 Reduce waste generation, the impact of disposal and improve resource recovery from waste across the local government area

Major Projects	Completion Date	% Complete	Progress To Date	Status
Integrated waste management				
Finalise Waste Management Strategy for the local government area to achieve the waste objectives in Sustainable Sydney 2030	2014	75	Advanced Waste Treatment Master (AWT) Plan Public Exhibition closed 25 June. Submissions in review. Waste Management Strategy to be reviewed when review of AWT submissions complete.	On Track
Initiate priority actions to facilitate the implementation of the Waste Management Strategy.	2015	20	Draft implementation timeline under review. Benchmarking against major cities in preparation.	On Track
Advanced Waste Collection Master Plan				
Complete an Advanced Waste Collection Master Plan for the local government area	2014	65	Scope of works for Technical Study in review.	Watch
Initiate priority actions to facilitate implementation of the Advanced Waste Collection Master Plan.	2015	0	The City has begun construction on Australia's first underground bin system in Royston Street, Darlinghurst. The new system stores bins below ground and replaces the street's cluttered bin bay. It will meet the residents' growing waste and recycling needs, make disposing of waste easier, safer and more accessible for residents and garbage crews. Works have included installing two underground tanks that store five 1,100 litre	Watch

bins for waste and recycling and above ground chutes that link to the underground storage system. The new system is expected to become operational during the second half of the year 2014.

Advanced Waste Treatment Facility				
Finalise the Advanced Waste Treatment Master Plan.	2014	95	Public Exhibition closed 25 June 2014. 13 submissions under review. Final version of Master Plan in preparation	On Track
Initiate priority actions to facilitate the implementation of the Advanced Waste Treatment Master plan.	2018	10	Draft implementation plan in preparation.	On Track
Major Programs		Progress To Date		Status
Waste Management and Reduction				
Implement the waste avoidance and resource reuse program that builds capacity, addresses barriers to action and provides advice to residential and business communities.	Waste avoidance and reuse projects have been implemented and reported against the following Sustainability Programs: Green Villages; Smart Green Apartments; Smart Green Business and the Better Buildings Partnership.			On Track
Provide domestic waste and recycling collection services to defined standards.	The City provides waste and recycling collection services to over 94,000 households each week. Waste and Recycling services include garbage, recycling, household clean-up and garden organics collections, as well as e-waste recycling events, household chemical drop-off days and recycling stations at libraries for mobiles, light bulbs and batteries. At the quarterly e-waste events this year, 2207 residents dropped off 67.5 tonnes of electronic waste for recycling (in Q4 511 residents dropped off 14.19 tonnes).			On Track
Undertake targeted patrols to minimise illegal dumping, illegal advertising, discarded cigarette butts, littering and other activity which is contrary to the Protection of the Environment Act.	As well as responding to complaints received, in Q4 the City spent over 1180 hours in proactive patrols to deter dumping, illegal advertising, cigarette butt littering and related offences. 160 penalty notices were issued.			On Track
Deliver an education, marketing and communication program to enable residents to utilise the city's waste services effectively.	In June the City commenced a 12 month trial of two reverse vending machines to promote public place recycling and reduce litter from beverage containers. A large 10c sculpture made out of 2000 plastic bottles was erected outside Customs House to help promote the trial and champion the importance of container deposit schemes. The campaign reached the Top 10 most popular Facebook posts for the City and the campaign's webpage was the third most viewed page on the City's website during launch week (behind the homepage and libraries). The City won the National Excellence Awards from Mobile Muster for the City's new library recycling stations and apartment recycling trial that make it easier for the community to recycle their mobile phones, batteries, light bulbs and e-waste. Over 650 mobile phones have been recycled through the recycling stations at libraries and Neighbourhood Service Centres since November 2013. During 2013/14 the City completed 448 waste and recycling education inquiries (Q4: 94 requests) and the "Garbage Guru" service was accessed by 55 residents seeking personalised waste and recycling advice (Q4: 11 residents).			On Track

2.P.3 Reduce potable water consumption and stormwater gross pollutant loads to the catchment within the local government area

Major Projects	Completion Date	% Complete	Progress To Date	Status
Decentralised Water Master Plan				
Lead and facilitate the implementation of recycled water precincts within the City of Sydney including Green Square and Sydney Park.	2018	90	Design continues for Green Square Town Centre Water Reuse Scheme. Sydney Park maximising water reuse study - awaiting final report.	On Track
Implement priority actions from the Decentralised Water Master Plan	2015	20	Continued development of implementation plan for the decentralised water master plan in the areas of water efficiency, water recycling and water sensitive urban design.	On Track
Parks Water Savings Action Plan				
Implement priority actions from the parks water reuse program	2014	65	<p>Parks Water Reuse: Waterloo Oval stormwater harvesting construction started in Sept 2013 and completion occurred on 3rd July 2014.</p> <p>Sydney Park Water Reuse: Construction for precinct 1 completed. Construction works progressing for precinct 2 to 5.</p>	On Track
Implement priority actions from the Parks Water Savings Action Plan.	2015	85	Interim water targets have been adopted. Opportunities for water harvesting programs at Wentworth Park and Erskineville Oval are being identified. Review of data tracking and reporting under way. Overall the actions are up to date with all 2013/14 requirements. Further education on parks initiatives across all areas of Council will underpin the plans for 14/15.	On Track
Major Programs				
Stormwater Infrastructure Program				
Implement Flood Studies and Floodplain Risk Management Plans (FRMP)	<p>Alexandra Canal Catchment Floodplain Risk Management Study and Plan. Study documents were adopted by Council in March 2014.</p> <p>Blackwattle Bay and Johnstons Creek Floodplain Risk Management Study and Plan – Draft floodplain risk management study and plan prepared.</p> <p>City Area and Darling Harbour flood studies – Flood study documents completed and reported to Council in May 2014.</p> <p>Woolloomooloo, Rushcutters Bay and Centennial Park - Flood studies completed and reported to Council. Tender for Floodplain Risk Management Studies has been awarded and project commenced.</p> <p>Interim Floodplain Management Policy adopted by Council in May 2014.</p> <p>LGA wide stormwater asset condition assessment program commenced in the Centennial Park and Johnstons Creek catchments.</p>			On Track

2.P.4 Encourage and support the city community of residents, business owners, workers and visitors to improve their environmental performance

Major Programs	Progress To Date	Status
Business sustainability initiatives		
Deliver the CitySwitch Green Office program in the City of Sydney by working with commercial office tenants to help them improve their energy efficiency and environmental performance.	<p>During the year the CitySwitch program actively supported 102 Signatories delivering hands on support to these businesses in order to improve their energy efficiency. As measured in December 2013 the average energy efficiency was 5.1 stars NABERS (National Australian Built Environment Rating Scheme) against a target of 4.5 stars. A further 200 organisations within the City were visited and provided with initial advice on how to improve energy efficiency and reduce operating costs. A total of 350 businesses were engaged through mail-outs, e-news and on-line means.</p> <p>Through the quarterly Cafe Series events, signatories were engaged on the benefits of choosing a high performing building; a presentation and site tour of the World Wide Fund for Nature (WWF) tenancy on the topic of green star fit outs, a webinar on energy efficiency and a workshop on best-practice approaches to staff engagement that supported the launch of four new toolkits on the subject.</p> <p>The program completed a pilot lighting campaign that communicated the opportunities and means to upgrade tenant lighting systems. This was run with 375 commercial office tenants occupying 20 buildings. CitySwitch also initiated a 'Vertical Community' pilot committing 13 commercial tenants in a single building to implement energy efficiency actions and focus on new sustainable initiatives across their businesses to create communities of engaged workers.</p> <p>At the December 2013 CitySwitch awards, signatories WT Sustainability and the Goodman Group received the NSW State Signatory awards for small and large business respectively and Signatory Envizi was awarded with the NSW New Signatory of the Year award.</p>	On Track
Coordinate the CitySwitch Green Office National program through Council partners who engage with commercial office tenants to help them improve their energy efficiency performance.	<p>The CitySwitch National Green Office program, that the City of Sydney coordinates, completed the financial year with over 600 tenancies signed-up representing over 2.2 million square metres of office space that amounts to 12% of all the city centre (CBD) office space in Australia. The program delivered 33,000 tonnes of carbon abatement in the year ending December 2013 through the improved energy efficiency of the Signatories. These same businesses also saved an estimated \$8.2 million in energy costs.</p> <p>During the financial year the Australian government (through the Department of Industry's Energy Efficiency Information Grants) awarded funds to the Net Balance Foundation (NBF) to partner with the CitySwitch national program over two years (to June 2015). This partnership enhances CitySwitch with new resources, expertise and content and enables the program to offer services nationally outside of the local government partner's geographic areas.</p> <p>The program's new website (that includes tailored useful information and resources on how to implement environmental performance change) has been operational for a year and has been visited 18,000 times. In the last quarter the CitySwitch program launched a new electronic campaign using the Linked-in business networking service. The CitySwitch linked-in group now has 120 members and is fostering a peer to peer dialogue amongst its members.</p> <p>National events included the launch of new research on the benefits of high performing buildings. CitySwitch also ran its first webinar and supported members with the release of eight new toolkits that were developed with NBF.</p>	On Track
Deliver the Smart Green Business program to assist the largest non-office based businesses within the City of Sydney to reduce their environmental impacts.	During the year 79 large accommodation businesses were supported with water and waste reduction assessments and implementation support as well as referrals to NSW Government energy efficiency services. Businesses have saved a significant amount of potable water, waste to landfill, greenhouse gas emissions (please see Green Report for details) and as a consequence have reduced their business operating costs by an average \$30,000 per year.	On Track

Program achievements were recognised by the award of a Green Globe for best Local Government Sustainability Program in 2013. The awards, run by the NSW Government are the leading environment awards recognising environmental excellence, leadership and innovation in NSW.

The wider City business community has been provided with information and support derived from the Smart Green Business program through a number of City channels including the City's Late Night Economy, Business Precincts and Health and Building programs and services. An example of this additional distribution was the development of sustainability content and a presentation at the Food Truck program's 101 workshop at Customs House in 2014.

Deliver the Better Buildings Partnership program to improve the environmental performance of commercial buildings within the local government area.

The Better Buildings Partnership finished FY 2013/14 with successful completion of its 5 major goals and objectives for the year:

On Track

- 1) An emissions reduction target of 70 per cent from FY 2005/06 was set, mirroring the Sydney 2030 target for its portfolio and announced its solid progress of 31 per cent emissions reduction from the baseline. In addition, members are avoiding over \$25 million in electricity costs each year (as of 30 June 2013) due to the energy efficiencies gained from building upgrades.
- 2) A water consumption target of 0.77 kilo-litres per square metre has been agreed, with plans for how to increase efficiency and use non-potable water well progressed.
- 3) Operational waste guidelines for better procurement and reporting have set a new bar for transparency, responsibility and integrity in how materials leaving buildings as waste is recycled or recovered. These guidelines are now being trialled by members in consultation with the broader industry.
- 4) The landmark model lease clauses have been released to provide tenants and landlords better opportunity for collaborating on building performance and occupant satisfaction. These template clauses are in addition to other tools to support and improve tenant and landlord engagement throughout the leasing lifecycle.
- 5) Leading assets were promoted and profiled in public statements, events and case studies. The Building Run installation, as part of the Art & About festival, connected building occupants and the public to a real-time visualisation of buildings as high performance athletes, working hard to better their running each day.

The Partnership's popular e-book The Tenants' and Landlords' Guide to Happiness has become the most popular e-book in the history of the publisher (The Fifth Estate) and the Partnership was awarded Best Energy Program by the Energy Efficiency Council.

Movement in the property industry has resulted in the takeover of Colonial First State office funds by DEXUS Property Group. The BBP governance group (Leadership Panel) is considering the implications of market movements such as these on governance and leadership panel composition into the future.

Residential Sustainability Initiatives

Deliver the Green Villages Program

Over the year the Green Villages program attracted 835 participants to one of 19 workshops, with a further 270 people attending pop up workshops and activations at public events. In January the activation at the Sydney Festival Lawn Library hosted 90 participants across three 'Seed to plate' workshops in Hyde Park. The activation at Rootstock Sydney in February was attended by 3000 people and featured a program of six workshops attended by 100 participants. Overall participation was in line with our target of 1000 participants. Included in the above figures is the performance of the last quarter (Q4) where 4 workshops were delivered attracting 114 participants. During Q4 Green Villages also had a pop up workshop at Martin Place as part of the International Compost Awareness week and the program supported the grant funded ATA Speed Date A Sustainability Expert event in Paddington Town Hall and two Fix It workshops hosted by the University of Technology, Sydney. A trial to deliver workshops in the City of Sydney libraries was successful in reaching a broader audience and this collaboration will be scaled up in 2014-15. Overall satisfaction with the workshops was consistently high, with 48% of survey respondents rating the workshop as Excellent and 39% as Very Good. The effectiveness of workshops as a catalyst to drive behaviour change was evident, with 88% of survey respondents reporting having undertaken at least one new action since attending the workshop. This exceeded the target of 80%.

On Track

New editorial partnerships with Dumbo Feather and The Broadsheet have contributed to an increase in e-news subscribers and new website visitors. A trial of online advertising through Outbrain has enabled Green Villages to be promoted to a broader audience, including the Sydney Morning Herald and other popular home magazine websites. In 2013-14, Green Villages reached a milestone number of 2000 Twitter followers. Within the City of Sydney online publications, the number of Green Village e-news subscribers is second only to What's On.

Promote sustainability outcomes to the community through the Green Living Centre

During the financial year 2013-14 the Green Living Centre (GLC) delivered 58 community engagements and eight events and/or outreach activities, over 1,000 participants have been engaged in these initiatives with the help of 71 volunteers. The GLC now has 1,272 newsletter subscribers. Significant planning was undertaken in 2013-14, resulting in the finalisation of a new three year Program Plan for 2014-17 and resolutions from the City of Sydney and Marrickville Councils to continue funding the centre for this three year period.

The GLC has been trialling new campaigns and engagement activities through the shop front and digital communications channels. Targets around the number of volunteers were exceeded, though the number of volunteer hours was lower than anticipated. The number of community engagements and participants fell slightly below target, along with targets around shop front visitors. This will be addressed as part of future planning.

In Q4 the GLC delivered 17 community engagements, attended by 230 participants. On National Volunteer Week in May, the GLC organised an appreciation event for volunteers.

A large scale worm farm trial at Motto Apartments was undertaken through the year. After the initial three months Motto's worm farm champions invited additional residents to participate and introduced a communal collection system, placing food collection buckets in the garbage rooms and asking residents to take their compost down on weekends. Overall the worm farm has produced 458 litres of liquid fertiliser during the six months of the trial and early conclusions indicate that one of the most valuable aspects of the project is how it helps to build relationships amongst the apartment community. The champions have elected to keep the worm farm and are currently formalising this through their strata committee.

On Track

Deliver the Smart Green Apartments Program

Over the year the program continued to support the 30 Smart Green Apartments (SGA) buildings implement their recommendations and improve their environmental performance. This support included a managed participant network that provides a planned opportunity for SGA participants to meet and share their implementation experience. The City also commenced a formal evaluation of the program which will verify project implementation, environmental and cost savings and other outcomes achieved by participants in the program.

A decentralised e-waste and household problem waste collection trial was initiated and this has collected six tonnes of e-waste to date. A communal composting trial at the SGA Motto building has now diverted 389 kg of food waste from landfill.

The national Smart Blocks information resource and engagement program has had 428 buildings sign up (195 of these in NSW) and 209 energy efficiency projects started (115 of these in NSW). An evaluation of the program has identified a number of enhancements required, some of which were delivered in Q4. The Smart Blocks partnership has commenced a formal business planning process that will agree continuing needs, a future roadmap and opportunities for funding post November 2014 when the current Australian government funding will complete.

During the year the City has been developing a Residential Apartments Sector Sustainability Strategy which outlines a plan to achieve better environmental outcomes in new and existing apartment buildings over the next 10 years.

On Track

Build Community Capacity to Enable Sustainable Action

Deliver the Environmental Upgrade Finance Service to building owners to help overcome financial barriers to the upgrade of their buildings.

During the year the City signed its second and third environmental upgrade agreements (EUA's) for commercial office buildings in the City centre. These upgrades are estimated to deliver carbon emission reductions of 1,019 tonnes per annum once completed.

On Track

Additionally, the program met with over 35 industry stakeholders to promote the mechanism and exhibited at the Facilities Management industry conference. An amendment to the City's environmental upgrade agreement policy was adopted by Council in 2014 that confirms the City's commitment to offering the EUA service on an ongoing basis.

The City continued a pilot engagement with owners of non-investment grade commercial office buildings during the year, seeking the most effective ways to support and encourage this sector to improve their environmental performance. The pilot trialled a private building owner retrofit change process with 4 owners; Conducted analysis into segmentation and engagement methods for this sector; Conducted research into the needs, barriers, existing engagements and opportunities to influence both building owners and their tenants; Undertook a study into the key influencer groups to determine priority stakeholders in this sector for engagement; and established an industry stakeholder reference group, holding 3 meetings. These actions have informed the development of a suite of strategies that will be further piloted in the 2014/15 year.

2.P.5 Demonstrate leadership in environmental performance through the City of Sydney's operations and activities

Major Projects	Completion Date	% Complete	Progress To Date	Status
Environmental Management System				
Develop an environmental management system that will deliver sustainable asset management and operations.	2014	60	The Environmental Management System continues to be developed and implemented.	On Track
Environmental Sustainability Reporting Platform				
Review and improve the City's existing environmental sustainability reporting platform.	2014	80	Project Control Group and Project Working Groups initiated. Working Group developing requirements to inform Brief for Request for Tender.	On Track
Environmental Sustainability Strategy				
Revise the existing environmental management plan in to an Environmental Sustainability Strategy	2015	10	This project is not yet due to commence.	On Track
Retrofit of City of Sydney Building Portfolio				
Implement building retrofits that generate energy and water savings.	2015	100	Project has reached Practical Completion as of June 2014. 6 month fine tuning period in underway. Independent measurement and verification will take place from next month onwards by WT Sustainability	Complete
Implement 5-year Photovoltaic (solar energy) project for City of Sydney buildings.	2015	70	This project is for the Photovoltaic design and installation on the City's buildings and operations. A total of 18 installations completed. Victoria Park Pool and Bay Street Depot about to commence.	On Track

Climate Change Adaptation Strategy				
Develop a Climate Change Action Plan to prioritise and plan mitigative and adaptive actions to prepare the city for the environmental, social and economic impacts of climate change.	2014	40	Project background research underway. Key internal and external stakeholders identified and invited to take part in an external stakeholder reference group workshop in August 2014.	On Track
Major Programs	Progress To Date			Status
Carbon Neutral Program				
Review and manage the Carbon Neutral Program to ensure that City of Sydney's emissions reduction practices remain at the leading edge and beyond compliance.	2012/13 Annual carbon inventory has received independent verification with procurement of offsets initiated.			On Track
Environmental Impact of Products and Services				
Review and manage the environmental impact of products and services and their suppliers to the City of Sydney and implement priority actions to reduce this impact.	Sustainable Procurement Policy approved by Executive June 2014. A Working Group has been established to ensure implementation through the organisation.			On Track
Fleet Management				
Manage the light and heavy vehicle fleets and encourage low emission driving behaviour to reduce fleet CO2 emissions by 20% over the 4 years to end 2013/14.	Total fleet emissions for Q4 were 567 Tonnes CO2, 18 tonnes less than the previous quarter due to the extended use of B50 sustainable bio-fuels. The four year program to reduce fleet CO2 emissions by 20 % before end 2013/14 is now complete. The 2013/13 target was well exceeded with an end result of 2,351 Tonnes CO2 against a target of 2,746 Tonnes CO2, effectively reducing emissions by 26% across the four year program. This result informs a new target to maintain emissions at 2013/14 levels until further low emission technologies and fuels are available in Australia.			On Track
2.P.6 Implement the Greening Sydney Plan				
Major Projects	Completion Date	% Complete	Progress To Date	Status
City Farm				
Finalise the project plan and business case for a City Farm.	2014	95	Delays to the delivery of the business case have been incurred due to other essential planning works, specifically the Sydney Park revised plan of management. The business case has been developed and will be presented to Council for consideration.	On Track
Major Programs	Progress To Date			Status
Community Greening				
Support and develop community gardens and sites maintained and managed by community volunteer groups.	The City supports 20 community gardens, 3 footpath gardens and 4 Landcare groups with training, donation of materials and management assistance where required. The construction of stage one of the St Helen's community garden was completed in May 2014.			On Track

Community composting guidelines and management plan were completed. These documents can be downloaded from the City's web page and the link has been sent through to the City's community gardens and footpath verge gardeners.

Proposed sites for community gardens at Reconciliation Park – Redfern and Green Square are being investigated.

Greening Sydney Plan		
Complete the Urban Ecology Strategy and commence work on the implementation plan	Strategy adopted by Council in March 2014. Implementation underway.	On Track
Implement the priority actions from the Urban Forest Strategy	Projects to increase canopy cover have continued. 393 new street trees were planted and 5 new in-road street tree planting projects were completed in Rosebery, Newtown, Glebe, and Woolloomooloo.	On Track
Deliver themed Living Colour floral displays throughout the City during spring and summer	The Spring 2013 (Sydney Rides) and Summer 2014 (Fresh Street Art) displays have been delivered. Over 60,000 plants including hanging baskets, green walls and floral towers. Local artists and designers engaged to develop themes for Spring 2014 and Summer 2015 displays. Tender documents for new contract developed for release in July 2014.	On Track
Encourage new developments to maximise landscaping and build green roofs and walls	The Green Roofs and Walls Policy and Policy Implementation Plan were adopted by Council in April. DAs are now assessed to encourage appropriate planting design. A Landscape Code is being prepared to improve the standard of landscape on private land within the City. Council officers are working to develop appropriate content.	On Track

2.S.1 Key Performance Indicators

Greenhouse emissions - For both the local government area and City of Sydney's own operations - reduce greenhouse gas emissions by 70% from 2006 levels by 2030, with 100% local energy generation by 2030.

Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	2013/14 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Overall greenhouse gas emissions for all City of Sydney assets (Including total electricity, gas and onsite fuel usage converted to greenhouse gas emissions but NOT including Green Power or offsets). Baseline 2006 Data – 52,972	Tonnes	46,866	44,703	-	11,200	10,190	10,196	10,671	42,257		Indicator Only
Greenhouse gas emissions for City of Sydney Building Assets - Baseline 2006 Data – 28,775	Tonnes CO2	23,203	21,476	-	5,356	5,231	5,235	5,005	20,827		Indicator Only
Greenhouse gas emissions for City of Sydney Street lighting - Baseline 2006 Data – 15,131	Tonnes	14,701	14,202	-	3,672	2,941	2,959	3,650	13,222		Indicator Only
Greenhouse gas emissions for City of Sydney Parks - Baseline 2006 Data – 2,502	Tonnes	2,538	2,584	-	524	480	464	496	1,964		Indicator Only
Council's fleet vehicle greenhouse gas emissions (total) Baseline 2006 Data – 2,669	Tonnes	2,684	2,304	2,746	624	574	585.62	567.34	2,350.96	In 2013/14, we achieved an 8.5% reduction against the yearly target. The four year fleet greenhouse gas emissions reductions target	On Track

of 20% was exceeded, with an additional 174 tonnes saved, enabling a 26% reduction overall.

All other City of Sydney Greenhouse gas emissions (includes emissions from flights, taxis, contractors fuel, events, and refrigerants) (measured annually) Baseline 2006 Data – 3,896	Tonnes	3,084	3,392.5	-	1,023	964	952	952	3,891		Indicator Only
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Sustainability Programs - Encourage businesses and residents to reduce their greenhouse gas emissions

Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	2013/14 Result Q1	2013/14 Result Q2	2013/14 Result Q3	2013/14 Result Q4	YTD	Comment	Status
Amount of commercial office floor space (net lettable area) signed up to CitySwitch Green Office in the City of Sydney	m2	736,915	865,074	930,932	864,787	869,432	887,225	933,447	933,447		On Track
City owned public domain lights replaced with LED lamps	No	448	2,172	2,150	26	60	224	826	1,136	3756 LED luminaires have been installed to date. Progress was slow in the first three quarters due to the availability of luminaires. Luminaires are now available and stock levels are held to complete the project. This will assist in accelerating delivery. Q4 figures are ahead of target and this rate will be maintained until project completion. Project on track for original completion - end June 2015.	On Track

Water Usage and Stormwater - Reduce overall water consumption and reliance on mains water used by council and across the local government area.

Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	2013/14 Result Q1	2013/14 Result Q2	2013/14 Result Q3	2013/14 Result Q4	YTD	Comment	Status
Total City of Sydney mains water usage	kL	390,367	397,163	-	93,106	117,540	108,172	86,655	405,473	The Q4 result is based on 89% estimated data. Water usage will be updated in the next quarter.	Indicator Only
Total City of Sydney mains water usage – Parks and Public Domain	kL	132,133	161,771	-	33,714	54,368	40,717	27,599	156,398	The Q4 result is based on 89% estimated data. Water usage will be updated in the next quarter.	Indicator Only
Total City of Sydney mains water usage – Commercial Buildings	kL	103,725	81,726	-	23,311	24,502	25,969	24,285	98,067	The Q4 result is based on 89% estimated data. Water usage will be updated in the next quarter.	Indicator Only
Total City of Sydney mains water usage – Community Buildings	kL	41,277	37,426	-	9,002	8,450	9,108	8,584	35,144	The Q4 result is based on 89% estimated data. Water usage will be updated in the next quarter.	Indicator Only
Total City of Sydney mains water usage – Operations (Depot etc.)	kL	31,521	35,654	-	8,423	9,433	9,954	8,096	35,906	The Q4 result is based on 89% estimated data. Water usage will be updated in the next quarter.	Indicator Only
Total City of Sydney mains water usage – Aquatic Facilities	kL	81,710	80,587	-	18,656	20,787	22,423	18,090	79,956	The Q4 result is based on 89% estimated data. Water usage will be updated in the next	Indicator

										quarter.	Only	
Total mains water consumption for the local government area (measured annually)	ML	33,710	34,371.62	-	-	-	-	0	-	The data, provided by Sydney Water, will become available as of October 2014	Indicator Only	
Waste - Provide high quality waste management services to residents that encourage a reduction of overall waste generation and diverts 66% of domestic waste from landfill by 2014												
Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	Q1	2013/14 Result			Q4	YTD	Comment	Status
Total Waste Collected	Kg/Capita	327.58	328.16	312	80.33	86.97	87.47	80.68	335.45		The YTD waste collected is above target, and is a 2.2% increase over the YTD result from the previous year.	Indicator Only
Total Waste Recycled	Kg/Capita	212.41	214.64	208	53.68	59.75	58.48	57.27	229.18		The YTD recycling is 10% above the target rate, and is consistent with the increase in total waste collected for the year.	On Track
Resource Recovery Rate	%	65.5	65.17	68	66.82	68.7	66.58	70.98	68.27		The annual resources recovery rate was achieved for the first time, with record results being achieved in Q4. This is attributed to improved waste processing performance at the waste management facilities.	On Track
City of Sydney Recycling (organisational Facilities)	Tonnes	-	1,091	-	219	220	202.34	207.93	849.27			On Track
City of Sydney Waste Collected (organisational Facilities)	Tonnes	2,453	2,420	-	627.41	612.77	560.61	575.18	2,375.97			Indicator Only
Greening Sydney - A green liveable city, that recognises the importance of trees and quality open space that supports diverse and abundant ecosystems												
Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	Q1	2013/14 Result			Q4	YTD	Comment	Status
Street trees planted annually	No	753	689	700	376	33	55	393	857		Favourable planting conditions during Autumn allow for a high number of trees to be planted during the 4th quarter	On Track
Total street trees	No.	29,470	-	29,800	30,362	29,706	29,606	30,917	30,917		New trees planted as part of the street tree planting program in Q4 has produced in increase in number.	On Track
Number of plants planted at community planting events	No	8,155	7,466	8,000	5,463	50	1,000	1,500	8,013		Sydney Park volunteer group and Alexandria School have been involved in planting native plants in our parks.	On Track
Total trees and shrubs planted	No.	85,763	98,170	52,000	21,510	14,925	15,824	17,938	70,197		Various planting packages and garden replanting works	On Track
Public Domain Landscaping (nature strips, rain gardens, traffic treatments)	m2	6,875	14,108	8,000	2,318	2,850	2,150	2,070	9,388		2,070 completed in last quarter. On track. Completed 9,388 sq m for 2013/2014	On Track
Native fauna species diversity maintained or increased compared to 2009/10 baseline (measured annually)	No	-	-	-	-	-	-	0	-		To be measured following adoption of Urban Ecology Strategic Action Plan.	Indicator Only

Extent of locally-native bushland increased compared to 2009/10 baseline (measured annually)	m2	-	-	-	-	-	-	0	-	To be measured following adoption of Urban Ecology Strategic Action Plan.	Indicator Only
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3 Integrated transport for a connected city

3.P.1 Support and plan for enhanced access by public transport from the Sydney Region to the City of Sydney				
Major Projects	Completion Date	% Complete	Progress To Date	Status
City Transformation				
Support the implementation of light rail down George Street.	2015	90	The light rail project is proceeding on programme. The City has been working closely with the Transport for NSW team in the areas of community engagement, sustainability, traffic management and urban design. Tenders for the PPP contract will close in July 2014 and the City will be assisting Transport for NSW in aspects of the evaluation.	On Track
Barangaroo Transport Plan				
Advocate to the State that Barangaroo is linked effectively to the City Centre	2015	90	<p>The NSW Government will construct a new ferry hub at Barangaroo to be ready for residents in 2016 and will also undertake an upgrade of Wynyard Station in line with expected growth in passenger numbers.</p> <p>Wynyard Walk construction is continuing, with works currently under way to prepare for the tunnelling to begin.</p> <p>The City is working with Barangaroo Delivery Authority, Transport for NSW and Roads and Maritime Services to advocate for improvements to walking and cycling within the development and connecting the development to the surrounding areas.</p>	On Track
Green Square Transport Options				
Work with State Government to advocate for adequate transport infrastructure and services to support Green Square development.	2015	50	<p>The City is working with NSW Government agencies, including a high-level transport steering group and working groups, to manage transport supply in the Green Square urban renewal area.</p> <p>The City continues to advocate for public transport improvements and the securing of future provision of transport infrastructure. The City provides regular updates to Transport for NSW about current and projected Green Square development.</p>	Watch
Major Rail Station Precincts				
Support Transport NSW in developing master plans for major transport interchanges and stations in City of Sydney.	2015	75	The City is working with Transport for NSW on projects to upgrade Wynyard Station, construct a new ferry hub at Barangaroo, and create new transport interchanges in the City Centre, including Circular Quay. The City also provided input into the access improvements at Redfern Station and future planning for Green Square station access to support surrounding urban renewal.	On Track

City Centre Loading Strategy				
Investigate options to shift loading times and locations to enhance public transport reliability.	2014	50	The City is working with Transport for NSW on changes resulting from the NSW Government City Centre Access Strategy and planned light rail construction. This work includes investigation and implementation of a range of actions including options to shift loading times and locations to enhance public transport reliability.	Watch
City Centre Parking Strategy				
Develop a city centre parking strategy to relieve peak hour road congestion, enhancing regional bus reliability and efficiency.	2014	0	Due to the implementation of light rail and associated works including proposed bus network changes within the City Centre this project is on hold.	On Hold
3.P.2 Align transport infrastructure with city growth				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Community Transport Implementation				
Implement the findings of the Community Transport Review, including a Mobility Manager pilot scheme for the City	2014	0	<p>In 2011/12 the City undertook a review of its community transport operations that recommended that the City look at options to transition provision of the service to an external community transport provider. The transition of services has been put on hold until after the Commonwealth Government has finalised the review it is currently undertaking in relation to aged and disability services and the NSW State Government has provided greater clarity in relation to reforms to the NSW Passenger Transport Act which may enable community transport providers to collect fees for their services. Outcomes in relation to these issues are expected in 2014/15.</p> <p>The City is currently mid-way through a pilot of a Mobility Manager Scheme for the City using Crown Street as a test case. An assessment of the pilot will be undertaken in 2014/15 to determine the effectiveness of further City investment and correct any misalignment in expert design and reality.</p>	On Hold
Public Transport Hubs and Development				
Investigate how public transport hubs support development around Wynyard, Central, Redfern and Newtown Stations.	2014	65	Completion of this work is subject to NSW Government planning for the Central to Eveleigh corridor, as well as implementation of the City Centre Access Strategy and the light rail project.	Watch
Major Programs	Progress To Date			Status
Integrated Transport and Land Use Strategy Implementation				
Use the Connecting our City strategy as a lobbying tool to enhance transport networks that support the City economy.	Advocacy strategy under development for projects not included in Sydney City Centre Access Strategy, such as Green Square Light Rail.			Watch
Accessible bus stops				
Undertake improvement works to bus stops	The City is working towards the target of the Australian Human Rights Commission of 90% of the City's bus stops compliant with the guidelines for Disability Standards for Accessible Public Transport by January 2017. To-date, 531 out of 726 bus stops in City are compliant. (73%)			On Track

3.P.3 Reduce negative impacts from transport on public space in the city centre and villages				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Integrated Parking Strategy Implementation				
Develop an Integrated Parking Strategy for villages to enhance equity and better distribute access to parking	2014	85	Council adopted the Policy in May. Implementation has begun, with new one day visitor permits, and business permits, to be progressively introduced from August.	On Track
Investigate the feasibility for a ticketless pay parking scheme	2014	20	Executive have commenced review of ticketless parking option.	Watch
Major Programs	Progress To Date			Status
Car share parking				
Continue to implement the on-street car share parking policy.	A minor shortfall in the actual versus target figures due to car share operators not seeking the maximum of 10 spaces per month.			On Track
Bus Operations and Bus Stops				
Support the State in improving bus priority by removing obstacles to bus operations and improving access to bus stops as identified by operators.	The City continues to work closely with the State Government to accelerate the delivery of new bus lanes and relocated stops as required to enable the bus plan to support light rail construction. The Sydney City Centre Bus Infrastructure Review of Environmental Factors was released in late June 2014. This document outlines key changes to bus stop locations and new bus lanes in the city centre. Construction of the proposed changes are anticipated to commence mid-2014 and would continue until April 2015.			On Track
Pedestrian, Cycling and Traffic Calming (PCTC) Plans				
Implement the pedestrian, cycling and traffic calming infrastructure improvements program.	The PCTC program has been extended to June 2017. The total number of projects across all schemes is currently 360. This number may change as projects are reviewed. Since the commencement of the PCTC program 130 projects have been completed. A total of 7 projects are currently under construction as part of the 2013/14 program, with 3 projects completed in Q4. Residual Projects Status: <ul style="list-style-type: none">• 33 projects are scheduled to be built or have completed designs• 44 projects are under design• 52 projects are included in cycleways• 33 projects have been cancelled after feedback received from consultation with the community, Roads and Maritime Service and the State Transit Authority; and• 61 projects are yet to be started.			On Track
Parking Compliance				
Utilise enforcement activities to ensure turnover and improve safety and accessibility of city parking.	Proactive and reactive ranger patrols continued in Q4. The focus was on carrying out patrols that encouraged a turnover of kerbside parking spaces, so all road uses had an opportunity of finding a legal parking space. Rangers maintained additional patrols in the outlying residential areas, predominantly in the southern and western regions of the City where commuter parking places additional strains on the available spaces. Visits to entertainment districts			On Track

continued and rangers also ran operations to ensure the main arterial routes were kept clear. Patrols to deter motorists from parking in a manner that was dangerous to pedestrians and other road uses was also a high priority.

3.P.4 Increase public transport use and reduce traffic congestion on regional roads												
Major Projects			Completion Date		% Complete		Progress To Date				Status	
Major Roads Corridors												
Develop management plans for major feeder corridors to the city (mostly State roads) including public transport, cycling, walking and traffic safety targets for advocacy with the NSW State Government.			2015		15		Changes outlined in NSW Government City Centre Access Strategy, the light rail project and WestConnex will all greatly affect all feeder corridors to the city. This project will be progressed as changes come into effect and as more information is known about how these related projects will affect the corridors.				Watch	
City Centre Access Plan												
Work with the State government to implement improved transport and roads management in the CBD.			2015		70		Following the finalisation of the NSW Government City Centre Access Strategy, the City is working with Transport for NSW and Roads and Maritime Services to implement projects outlined in the City Centre Access Strategy including bus changes, new cycleways, 40km speed limit and taxi rank improvements.				On Track	
3.S.1 Key Performance Indicators												
Parking and road management - Encourage use of more environmentally friendly and sustainable means of travel in the City												
Key Performance Indicator		Unit	2011/12 Result	2012/13 Result	2013/14 Target	Q1	2013/14 Result			Comment	Status	
						Q2	Q3	Q4	YTD			
Total number of car share parking spaces in the city (program to date)		No.	24	506	605	534	556	573	599	599	26 car share spaces installed in Q4.	On Track
Proportion of resident drivers who are members of car share schemes		%	6.4	9.3	-	8.6	10.8	11.9	11.9	11.9		On Track
Roads maintenance - Optimise the lifespan of City road and footpath assets, and improve street safety and accessibility												
Key Performance Indicator		Unit	2011/12 Result	2012/13 Result	2013/14 Target	Q1	2013/14 Result			Comment	Status	
						Q2	Q3	Q4	YTD			
Road renewal program		m2	81,681	84,236	60,000	26,300	6,250	7,642	21,189	61,381		On Track

4 A city for walking and cycling

4.P.1 A network of safe, linked pedestrian and cycleways integrated with green spaces throughout both the city and inner Sydney				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Liveable Green Network				
Progressively implement priority projects to improve pedestrian and cycling connectivity across the local government area, including the widening of footpaths, implementation of partial road closures, and linking Green Spaces to the City Centre.	2018	25	The Liveable Green Network continues to be completed across the LGA, delivering improvements to cycling and walking safety, connectivity and accessibility. This also includes working with Roads and Maritime Services to reduce waiting times for people walking and cycling in, to/from and through the LGA.	Watch
Streetscapes and Landscaping				
Wayfinding Signage for Cycleway Network Stage 2	2014	90	Manufacture and installation of signs for remaining routes continuing.	On Track
Foley Street Upgrade - Darlinghurst Stages 2 & 3	2015	15	Design documentation being finalised. Project work includes: •providing pedestrian-only access at all times on Foley Street from Crown Street to Langley Street •creating a shared zone from Langley Street to Taylor Square for pedestrians and motorists to share at all times •making Langley Street 1 way with southbound traffic •new paving and raising the Foley Street road surface to the footpath level •extending and improving the footpaths along the street	On Track
Major Programs	Progress To Date			Status
Network Cycleway Improvements				
Deliver the Network Cycleway Improvements program	Separated cycle ways Completed cycle ways include George Street Redfern, Allen Street (Botany to Elizabeth), Short Street (Elizabeth to Hawksley), Mandible (Wyndham to Botany – part), and Kent Street cycleway (Druitt and Bathurst). Campbell Street cycleway (Elizabeth to Taylor Square) has commenced construction. Cycle ways under design include Liverpool St (Sussex & Castlereagh) and Castlereagh Street (Hay to King). An agreement has been signed with RMS to deliver these cycle ways. Shared Paths Completed cycle ways include Bourke Road (Wyndham to Bowden – part only), Redfern Street (Chalmers to Elizabeth), Bourke Street (Short to Powell), Chrystal St (Danks to Potter), Fitzroy St (Bourke to South Dowling), Redfern Park, and Yurong Parkway (St Mary’s Rd to William St). Shared paths presently under design include Flinders St (Oxford to Moore Park), William St (Palmer to Bourke),			On Track

Bourke Street (east side from Crescent to Portman), O'Dea Ave (Bourke to South Dowling), Central Park (Wellington to Broadway), Gadigal Ave (O'Dea to Joynton), Macquarie St (Cahill Expressway to Shakespeare Place), Oxford St (Greens to Oatley), and St Mary's Rd (College to Yurong Parkway).

The proposed shared path improvements through the Waterloo Green site (Phillip to Raglan) are on hold, pending approval for Department of Land and Housing.

4.P.2 Give greater priority to cycle and pedestrian movements and amenity in the city centre				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Improved Waiting times for pedestrians and cyclists				
Work with Transport for NSW to decrease waiting time and overall trip time for bike riders and pedestrians on identified priority routes in the City Centre by changing traffic signal settings.	2015	65	<p>The City is working with the State Government to deliver City Centre improvements associated with the State's Sydney City Centre Access Strategy. This includes pedestrian improvements, new cycleways and reduced waiting times for people walking and cycling.</p> <p>The City is also developing a Walking Strategy and co-hosting a Walk21 conference in October 2014.</p>	On Track
40 km/h Speed Limits in the City Centre				
Seek approval to reduce speed limit in the city centre to 40 km/h on thoroughfares and 10 km/h in shared/slow zones.	2015	80	Following the NSW Government approval of a 40km speed zone in the City Centre in May 2014, work has begun with Roads and Maritime Services to implement this by the end of 2014. The City has proposed new shared/slow zones in urban renewal areas, including Green Square, Harold Park and Ashmore and continues to advocate for further speed reductions throughout the City.	Watch
Laneways in the City Centre				
Implement the approved 10km/h shared zones, slow zones and laneways plus timed closures of other high pedestrian activity areas.	2015	20	The laneways program has been re prioritised to align with the City's commitment to the transformation of George Street and delivery of light rail.	On Track
Major Programs	Progress To Date			Status
Road Safety Program				
Continually monitor and review road safety and interface with pedestrians and bike riders, including running awareness campaigns.	Continued Share the Path program (4 sessions per week); additional onsite education program for new infrastructure (currently on Kent, 4 days per week); continued gracious cycling campaign with postcard/walled card distribution and Facebook tips; continued cycling courses to teach safe and gracious cycling to over 500 adults per annum. Complaints and site issues monitored and addressed.			On Track
Street Share Strategy				
Continues to implement the Street Share Strategy	There was an increased focus on workplaces/businesses this financial year, as city centre network starts connecting.			On Track
Inner Sydney Bike Network Implementation				
Continue to lobby the State to support surrounding councils to link their cycleways into the city network.	The Inner Sydney Regional Bike Plan has been agreed in principal by surrounding councils, to ensure our networks are connected up. Councils take this into account when renewing their bike plans. In addition, the state government is assisting by fully funding some routes for other councils to link with ours, for example Bourke Street in Botany Council			On Track

area and the Bondi Junction to CBD route.

40 km/h Speed Limits in Residential and Village areas

Advocate on safety and amenity grounds to Transport for NSW for residential area and centre speed limits in all villages of 40 km/h.

The City has been working with Roads and Maritime Services to implement 40km speed limits in our urban renewal residential areas and to implement more shared zones in all city neighbourhoods. The City also continues to advocate for more consistency in speed limits across the local government area.

On Track

4.P.3 Promote green travel for major workplaces and venues in the City of Sydney

Major Projects	Completion Date	% Complete	Progress To Date	Status
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Green Travel Facilities

Provide tenant bike parking, showers and other facilities at major City of Sydney buildings.	2014	95	The Town Hall House project is significantly completed, with minor construction to be complete.	On Track
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Sustainable Transport Plan Implementation

Implement the internal Sustainable Transport Plan and encourage reductions in vehicle and taxi trips by city staff	2013	95	The City has developed a Staff Travel Plan with recommendations that are being progressively implemented over the next three years. Many actions had already been adopted and implemented during the development of the plan. The City's Green Champions will help to promote and implement five of the key recommendations. We are now working to implement further actions across other business units.	On Track
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Major Programs	Progress To Date	Status
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Private End of Trip Facilities

Advocate for the provision of end of trip facilities at private buildings	The City advocates for the facilities where appropriate.	On Track
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Sustainable Transport Options Advocacy

Advocate to Federal and NSW State Government for a broad range of sustainable transport options and incentives and greater funding of public transport infrastructure.

Advocacy has been project specific, including working with Transport for NSW on a further review of the Eastern Transit Corridor (public transport corridor) business case to support urban renewal in Green Square, as well as on bus reform and wayfinding in Central Sydney.

Watch

4.S.1 Key Performance Indicators

Cycleways -
A network of 55km of separated cycle ways and another 145km of other bicycle facilities which link people to their preferred destinations to encourage cycling as the preferred means of transport for work and leisure purposes

Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	2013/14 Result	2013/14 Result	2013/14 Result	2013/14 Result	2013/14 Result	Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Length of separated cycleways provided annually	Km	0.08	-	-	0	0	2.14	0.15	2.29	George St Redfern cycleway and Kent St cycleway (from Druitt to Bathurst) complete	On Track
Length of on-road cycleways provided/upgraded annually	No	0.93	0.22	-	0	0	0.02	0	0.02	Mixed traffic contra-flow at Wilson St/ Erskineville Road intersection	On Track

Length of shared paths provided/upgraded annually	Km	0.58	11.02	-	1.9	0.55	0.2	0	2.65	YTD total error - Q3 total should have 2.371km (not 5.282). Total completed for 13/14 = 2.650km	On Track
Growth in cycling activity at key intersections around the City of Sydney (100 key intersections) (measures annually)	%	34	18	25	-	12	-	-	12	No new infrastructure has been installed. This percentage comes from an annual count.	Watch
Footpaths - Optimise the lifespan of City footpath assets, and improve street safety and accessibility											
Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	Q1	2013/14 Result			YTD	Comment	Status
Granite infill project	m2	-	5,921	3,000	1,180	960	809	1,451	4,400	Contractor and site availability enabled accelerated construction in addition to the set KPI's for 13/14. Budget was brought forward from future years to cover the additional expense.	On Track
Footway replaced by green verge	m2	-	5,632	2,500	840	1,664	1,311	192	4,007	New opportunities were identified for extra greening along footways in addition to set KPI targets for 13/14.	On Track
Footway renewal program	m2	39,283	39,186	25,000	6,745	5,758	8,456	4,509	25,468		On Track

5 A lively and engaging city centre

5.P.1 Strengthen the city's public domain identity and create more places for meeting, rest and leisure

Major Projects	Completion Date	% Complete	Progress To Date	Status
Circular Quay Square Master Plan				
Provide strategic input (design principles) into the State Government's long term master plan for Circular Quay Square, Barangaroo and Darling Harbour live.	2017	40	<p>The City has undertaken constructive dialogue with State Government agencies on major urban renewal and planning proposals located in our local government area. This includes input into the Sydney Harbour Foreshore Authority's draft strategic framework for Circular Quay and The Goods Line masterplan at Ultimo. Regular meetings have been initiated between Infrastructure NSW and the City on the Darling Harbour Live development to ensure the public domain interface is considered in a co-ordinated manner.</p> <p>Ongoing liaison and co-ordination with the Barangaroo Delivery Authority has been occurring on public domain proposals for the site as well as the integration works in the Harbour village North area.</p> <p>For Green Square the City has been providing input and support on infrastructure provision as well as activation strategies for the Town Centre.</p>	On Track
City Centre Public Space Improvement Program				
Develop a City Centre Public Domain Improvement Program	2015	40	<p>The draft City Centre Public Domain Plan is developing through a series of public domain precinct plan projects and site specific urban design studies. This includes the George Street Concept Design that was endorsed by Council in September 2013 and Draft Urban design studies for Sydney Square, Regimental Square and Barrack Street. Regimental Square is now progressing to a concept options stage. Improvements to Thomas Street as scoped in the Chinatown Public Domain Plan have been documented and are awaiting Road and Maritime Services approval before proceeding to implementation.</p>	On Track
Develop concept designs and briefs for city centre public spaces	2017	40	<p>Draft urban design studies for Barrack Street, Sydney Square and Regimental Square have been completed. Regimental Square has now progressed to developing concept design options for stakeholder input.</p>	On Track
Public Space Public Life Study				
Undertake a five year review of Public Space Public Life	2017	95	<p>A draft Public Spaces Public Life benchmark report that assesses both quantitative and qualitative data (pedestrian counts and public space usage patterns) gathered in 13/14 year with data collected for the 2007 Public Space Public Life Study has been completed. This project allows tracking of public domain quality trends and uses over the past 5 years.</p> <p>The work includes a detailed focus on George Street to allow a benchmark assessment of public domain outcomes after the George Street light rail project is completed.</p>	On Track

Harbour Village North

Implement first phase of Harbour Village Public domain plan	2015	35	Design development for Argyle Street upgrade and Kent Street Underpass improvements has progressed with the Argyle Street proposal approved by Council to proceed to detailed documentation and implementation. The design concept for the Kent Street Underpass will be publicly exhibited in July 2014. The City is co-ordinating with Barangaroo Delivery Authority (BDA) on Headland Park integration works that include new footpaths and cycle amenities for Dalgetty Road and upgrade of Munn Reserve. BDA have received planning approval for these works with construction due in mid-2014.	On Track
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5.P.2 Provide active civic spaces across the city centre attractive to all.

Major Programs	Progress To Date	Status
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City Life

Support festivals, celebrations and other community activities through the provision of grants and sponsorships and the management of the Busking Policy to increase the cultural and street life of the city community.	<p>The City provided support for 9 major Festivals this year as well as a range of smaller local festivals and events funded through the City grants programs. All contribute to the culture and street life of the City, Some events were delivered in a typical festival format, whilst other events offered a variety of unique, creative and sometimes quirky experiences to the City's cultural calendar. For example a number of City parks were activated with projects like Performance Space's Micro Parks, a series of interactive public art in Surry Hills, Archrival installed bespoke foosball tables with handmade players in a series in locations, and the NSW Bands Association provided free Sunday afternoon concerts. The Elizabeth Street Galleries turned a tired and dilapidated public wall into a colourful and engaging outdoor gallery for photographers featuring images from in and around the City.</p> <p>A total of 1656 Buskers registered for a permit over the past 12 months which is an 8% increase on the same period last year and an increase of 55% on the annual figures three years ago. Busking continues to be a popular way for travellers and performers to earn an income whilst adding to the vibrancy of the City.</p>	On Track
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Investigate the provision of WI-FI in the public domain	Destination NSW is taking the lead on this project. This project is likely to proceed in the new financial year.	NPA
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5.P.3 Manage and strengthen the mix of active frontages and precincts in the city centre.

Major Projects	Completion Date	% Complete	Progress To Date	Status
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Laneways public domain improvements

Deliver improvements to the streetscapes and public areas of city lanes in accordance with the adopted Laneways Revitalisation program.	2014	40	<p>Central and Wilmot Streets: Construction commenced April 2014.</p> <p>Abercrombie, Tank Stream and Bridge Lanes: Early works completed in May 2014. Main construction work out to tender.</p> <p>Hosking Place: Design documentation completed. Project on hold due to private sector works.</p>	On Track
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Chinatown public domain improvements				
Continue to implement the Chinatown Public Domain Public Domain Plan	2017	40	Concept design for Thomas Street and Hay Street improvements project was publicly exhibited in May 2013 with Council approving the concept design to proceed to detailed documentation. Tender documentation has been completed however awaiting Roads and Maritime Services approval for proposed changes to kerb alignments and traffic access before proceeding to implementation.	On Track

City Centre Public Domain Precinct Planning				
Develop briefs for priority projects in Harbour Village North	2017	35	<p>Briefs have been prepared for Kent Street Underpass, Argyle Street, Gas Lane and Observatory Hill Park toilet facilities.</p> <p>To date the Argyle Street concept proposal has been publicly exhibited and approved by Council to progress to detailed design documentation and implementation.</p> <p>A concept plan has been prepared for Kent Street underpass which will be publicly exhibited in July 2014.</p> <p>Gas Lane improvements is currently being documented for construction late 2014.</p>	On Track

5.P.5 Support the development of appropriate small business and diverse new bars and restaurants in the city centre.		
Major Programs	Progress To Date	Status
Laneway and Finegrain Business		
Improve activation of the city's finegrain spaces	The City's Laneways Revitalisation and Finegrain Program continues to be a major catalyst in redefining the City's unique character and visual appeal. The Program has supported the establishment of over 80 small bars generating more than \$60 million in turnover per annum, 60 small businesses located in laneways and over 239 full time jobs and 330 part time jobs since its inception in 2008. The Program has attracted a range of international publicity, helping to raise the profile of Sydney.	On Track

5.S.1 Key Performance Indicators										
City centre public life - Strengthen the City's public domain identity and create more places for meeting, rest and leisure										
Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	2013/14 Result					Status
					Q1	Q2	Q3	Q4	YTD	
Amount of footway dining in the city centre (total)	m2	2,696.04	2,623.92	2,600	2,765.45	2,813.74	2,577.44	2,621.86	2,621.86	On Track

**Laneways reactivation -
Reactivate Sydney's laneways as a vital part of public life in the City**

Key Performance Indicator	Unit	2011/12	2012/13	2013/14	2013/14 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Laneways upgraded	No	-	-	-	12	0	0	0	12	This program has been deferred until the completion of light rail in George Street	On Track
Small bars opening across the local government area	No.	13	14	-	3	6	3	5	17	Five small bars have opened in the quarter to 30 June 2014 in the LGA. These are located in Surry Hills, Oxford Street and Newtown.	Indicator Only

6 Vibrant local communities and economies

6.P.1 Maintain and enhance the role and character of the Villages and places and create a network of Village Centres as places for meeting, shopping, creating, playing, learning and working for local communities.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Village Centre Plans				
Complete Village Plans and develop an integrated reporting mechanism.	2015	100	Information gathered through local community engagement within the City's Village Groups is now informing the development of a Social Sustainability Discussion Paper and subsequent Strategy - rather than the development of separate Village Plans. Relevant integrated reporting mechanisms will be incorporated in Social Sustainability Strategy reporting processes.	Complete
Integrated community facilities plan				
Complete the Integrated Community Facilities Plan to guide the capital works program for community facilities [ongoing to 2030].	2015	70	The development of the Draft Community Facilities Strategy is continuing.	On Track
Sydney Town Hall				
Clock tower upgrade and external façade works	2017	30	Sydney Town Hall External Works Clock Tower reached completion in October 2013. External Works Stage 2: Construction is ongoing. Stone works have commenced for north façade. Hoarding and scaffolding have been installed for lighting installation on east façade.	Attention Required
Community Facilities Upgrades				
Broadway Creative Arts Hub	2018	10	Negotiations are continuing on this project.	Watch
Paddington Town Hall upgrade.	2013	100	Project completed in 2013.	Complete
Kings Cross Library and Neighbourhood Service Centre Upgrade	2014	60	Construction Certificate documentation is currently being assessed and awaiting determination. Contracts prepared for construction due to commence on site in mid 2014.	On Track
Juanita Nielsen Community Centre.	2015	40	Assessing tender submissions. Construction certificate requirements are being prepared and assessed.	On Track
Green Square Community Centre and Library (subject to the pace of development in Green Square)	2017	10	Development Application prepared. Construction documentation has commenced. Early works package preparation is underway.	On Track
Heffron Hall Upgrade	2015	30	Recommendation to Council to 'reject and negotiate' was approved. The tender evaluations are now in progress. The Public Art finalist was engaged.	On Track
T2 - External Facade & Awning	2015	30	Development Application submitted. Design development finalised and construction documentation has commenced.	On Track

Fitzroy Garden	2015	100	<p>Stage 1: Works completed which include new planting, repair of paving, improvement to the existing lighting.</p> <p>Stage 2: Playground completed and officially opened on 5 April 2014.</p>	Complete
Village Main Streets Improvement Program				
Crown, Cleveland and Baptist Street intersection upgrade - Stage 2	2014	60	<p>Hedge planting in Cleveland Street (between South Dowling and Chalmers St) - All zones planted and construction complete as of 4th April 2014.</p> <p>Crown St upgrade (between Cleveland and Devonshire St). The project includes:</p> <ul style="list-style-type: none"> •widening footpaths to provide more space for street dining •installing a raised pedestrian crossing north of Lansdowne Street •installing a raised footpath crossing on Lansdowne and Miles streets to calm traffic •installing new lighting and street furniture •moving overhead power lines underground at the intersection of Cleveland, Crown and Baptist streets •planting more street trees and building new garden beds <p>Construction commenced in March 2014.</p>	On Track
King Street Newtown Smart Poles Stage 3	2014	85	<p>Stage 1: Installation of mid-block Smartpole lighting on King Street between Wilson Street and Missenden Road complete. Footpath widening and new paving outside Newtown Station complete.</p> <p>Stage 2: Installation of Smartpoles at intersections complete.</p> <p>Stage 3: Footpath restoration works progressing along King Street, north of Watkin Street.</p>	On Track
Darlington Village - Abercrombie Street	2014	60	Construction work commenced February 2014.	On Track
Accessibility upgrades				
Accessibility upgrades to City of Sydney community buildings	2014	85	<p>Accessibility works to community buildings are progressing well. Audit of Aged Community Centres complete and works being progressed for next financial year, Cliff Noble entry and toilet upgrade progressing, All new works in the capital program to buildings will encompass an accessibility aspect due to the revised Disability Discrimination Act, e.g. Juanita Nielsen commencing August 14, Heffron Hall commencing Nov 14 and 277 Bourke Street Childcare commencing Aug 14. Minor works to PACT Theatre entry and toilet complete. Broughton St second compliant entrance DA has been lodged.</p>	On Track
Parks and Open Space Upgrades				
Parklands at Johnstons Creek	2014	15	Harold Park project is under design phase. Council endorsed the project scope and refined design plan in May 2014. Design development and documentation underway.	On Track
Victoria Park Improvements	2015	10	This project is in concept development.	On Track

Hyde Park	2014	5	Scheduled work continuing including repairs to damaged sandstone features.	On Track
Glebe Foreshore stage 5 and stage 6	2014	70	Construction works progressing.	On Track
Perry Park	2016	15	Concept development complete. Scope approved by Council. Design development and documentation commenced.	On Track
Coulston Street Alexandria through Site Link	2014	75	Installation of access stairs under way. Completion due for August.	Watch
Oxford Street Property Plan				
Oxford Street Property Plan includes Foley Street upgrade.	2020	50	A number of individual projects are now progressing from DA to design and procurement phase, with minor projects commencing construction. A number of projects completed and delivered: - Completion of landlord works to create a new cafe tenancy from a disused stairway - Electrical separation works to tenancies - Upgrade of birdcage lift - Subdivision of basement tenancies in Foley St from Oxford St - Services upgrade to 56-76 Oxford St nearing completion Progress for the works is on track. The Program end date has been amended to 30 June 2020 to reflect the rolling program of works and proposed LTFP budget for this program. Strategy for the activation of Oxford St is being reviewed, and projects consolidated for delivery as a result.	On Track
William Street Property Plan				
William Street Property Plan	2014	100	Practical Completion awarded 5/1/2014 and final defects completed.	Complete
Small Playgrounds and Pocket Parks				
Oxford St East Road Closure Parks (Napier Street)	2014	95	Construction is progressing and scheduled for completion in July 2014.	Watch
Obriens Lane - East Sydney Landscape Upgrade	2015	35	Tender documentation completed. Seeking tenders soon.	On Track
Major Programs	Progress To Date			Status
Community Safety				
Work with community, police, residents, local businesses and other stakeholders to implement location or community specific strategies and initiatives to improve safety, prevent crime and anti-social behaviour.	The City worked with the Sydney City, Pyrmont/Ultimo, Kings Cross, Leichhardt, Newtown, Redfern, Surry Hills and The Rocks Local Area Commands. The City was represented at Surry Hills and Redfern/Waterloo CDAT meetings; Neighbourhood Advisory Boards meetings; at the Surry Hills Safety Group; at the Waterloo Wellbeing and Safety Action Group; at the Alternative Alliance meetings; and on the Community Sharps Program Management state-wide reference group.			On Track
	The three main policing issues that emerged from the range of meetings were alcohol related violence in the public domain particularly in George Street and around late night food venues; fraud, specifically issues with "Tap and Go" cards; and bicycle issues such as theft and bike rider education.			

The City is working with Police, community and stakeholders to address these safety and amenity issues plus others related to drug use, backpackers, international students, the sex industry and smoking in the public domain.

Residents have reported that they are feeling much safer in the Glebe community and this is reflected by the considerable decreases in local crime statistics reported to Leichhardt Police and from the range of initiatives by the City and its partners.

The City improved lighting, installed more CCTV cameras, and provided the syringe management program throughout the local government area. The City worked with police and backpacker providers to reduce noise. Noise complaints have now reduced from 20 complaints a month to nil complaints a month.

Statistics show that crime rates are trending down. The development of a plan of management for the CDB and Kings Cross will also help with individual strategies for these high risk areas.

The City has also surveyed social housing residents about their perceptions of safety and areas in the City which feel safe. Social housing residents feel isolated from their community and this impacts on their perceptions and feelings of safety. There are aspects of the physical environment in and around social housing that attract crime and antisocial behaviour and impact on the actual and perceived safety of residents. Social housing residents are concerned about security, maintenance, allocations, tenure and redevelopment. Social housing residents have less access to support and services impacting on physical and mental health.

A Social Housing Wellbeing and Safety Action plan is being developed to create cohesive, connected and empowered communities where residents feel a sense of place, belonging and wellbeing; and to improve support, access and opportunities to health needs and services and wellbeing choices.

6.P.2 Facilitate and support relative equality, resilience and adaptive capacity of the City's diverse communities				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Social Sustainability Strategy				
Develop and complete a Social Sustainability Strategy	2015	50	The City is currently preparing a Social Sustainability Discussion Paper as the first stage in the development of the Social Sustainability Strategy. This will provide a platform for community and stakeholder engagement on key social issues that will inform the Strategy and support the development of a shared vision and goals for community wellbeing and development.	On Track
Childcare Facilities				
Develop new childcare sites in high demand areas	2017	15	277 Bourke Street - Proposed Community Centre: Construction to commence in July 2014. 3 Childcare Centres (Sydney Park, Crescent Lands Glebe and Huntley Rd Alexandria): Design & Construct Tender submissions received and being evaluated.	On Track

Child Care - Green Square Hospital Site: 100% Concept design completed

Dunning Avenue Childcare - The City has successfully negotiated the sale of a surplus property in Rosebery conditioned by the developer delivering a minimum 45 place childcare. The development application is currently being assessed and completion is expected in 2016/2017.

Childcare Needs Study				
Review the childcare needs study	2015	100	The 2013 Child Care Needs Analysis Study was delivered in November 2013, and is available on the City's website. Action since that time includes the preparation of a submission and provision of the study to inform the an Australian Government Productivity Commission inquiry into Child Care and Early Childhood Learning, and the development of an implementation plan for the City to address key child care supply and demand issues impacting the community. The City is investing in the development of a number of new childcare centres and this strategic policy work will help to inform decisions about these new facilities.	Complete
Inclusion Action Plan				
Prepare and implement an Inclusion Action Plan	2015	95	The City has worked in partnership with the Inclusion (Disability) Advisory Panel through 2013-14 to prepare the Inclusion (Disability)Action Plan 2014-17. Seventeen submissions were received on the draft plan during a public exhibition period in early 2014, and the plan has been updated to reflect community feedback. The plan demonstrates the City's commitment to improving access and inclusion for people with disability. It sets out 29 key actions that will help to make the City a place for all people to live, work, visit and enjoy.	On Track
Major Programs		Progress To Date		Status
Social Activity				
Provide high quality and adaptive community facilities, programs & services that increase relative equality and build resilient and adaptive communities	Social programs and services were offered to promote active, healthy living and connected communities. Over the 2013-14 financial year a total of 726,962 attended activities and programs and 9,138 bookings were made for community venues for hire with a total of 10,777 bookings taken across all City Spaces. Over the year, there has been a steady increase in both bookings at the City's unstaffed venues and attendances at the staffed centres. Overall, 59,826 meals were provided in 2013-14. This quarter, Community Transport provided 4,115 passenger trips and 216 community bus hires. For the year, a total of 15,678 passenger trips and 864 community bus hires were completed. This year's highlights in the delivery of social programs and services include: <ul style="list-style-type: none">• Increased intergenerational programming in City Spaces including spray art, production of film workshops and photographic exhibitions, which helped to build skills and knowledge, cooperation and trust across age groups.• Increased multi-cultural programming including Getting to Know You, The Great Gap debate and Conversational Mandarin, which helped to increase community connectedness and understanding between people from different cultures and backgrounds.• 454 partnership events including the premiere community screening of Redfern Now and Utopia at The Block, Redfern.			On Track

- 19 Strata 101 workshops held for 557 attendees to learn how to address common issues in strata living and 13 workshops with 240 attendees held under the Connect Sydney program of training for non-government organisations.
- Celebrating our community through key events including 28 Living In Harmony Festival events, 8 Youth Week events and 10 Seniors Week events, 4 Women's Day events, and support and recognition of significant events such as World Aids Day, Pride Week and ANZAC Day.
- A successful pilot of an International Student Leadership and Ambassador program, which has achieved positive outcomes in increasing the skills, knowledge and community engagement of 40 participating international students.

Child Care

Provide childcare and children facilities across the LGA, including preschool, occasional care and children's programs

Throughout the 2013/14 financial year, the City has continued to ensure compliance of the City's services with the Education and Care Services National Regulations and Quality Standards. There has been a focus on preparing for Assessment and rating visits and implementation of Quality Educational Programs that reflect the Early Years Learning Framework and the My Time Our Place Framework.

On Track

Highlights from the children's program in 2013/14 include:

- The Playground at Alexandria Child Care Centre was upgraded
- Woolloomooloo Children's Program relocated to their new premises at Riley Street whilst the Juanita Neilson Centre undergoes refurbishment
- Assessment and Rating was undertaken at Broughton Street Kindergarten and Hilda Booter Kindergarten's Quality Improvement Plan was submitted to the relevant NSW Government regulatory authorities

Children attending the City's vacation care programs have been able to attend excursions to venues such as King St and Monkey Baa theatres, Sydney Indoor Climbing Gym, AMF Bowling, Cinemas, Manly Ferry, Our Big Kitchen, Disney on Ice and the Chinese Garden of Friendship.

Children attending the 4 early education and care services had the opportunity to be involved in a number of excursions which supported their learning. Visits included outings to local primary schools are part of their transitioning to school program as well as the Art Gallery of NSW and the Fire Brigade.

Library services

Provide nine library branches, two library links, programs, resources and outreach services to reflect the needs of diverse community.

The library network provides resources to all 9 libraries and 2 library links. To meet the needs of the City's diverse community, over 61,581 new items were purchased in 2013/14, including refreshing picture book and DVD collections, enhancing the Gay Lesbian Bi-Sexual Transgender Intersex and Queer (GLBTIQ) and Koori collections and over 10,000 new items for the Language Other Than English (LOTE) collections to provide greater access to community languages such as Chinese, Japanese, Korean, Indonesian, Russian, Thai, and Vietnamese.

On Track

The City's Home Library Services (HLS) delivered 14,044 items to housebound residents. The HLS program developed a new project "This is my story" to commemorate the centenary of World War I. The program is collaborating with other City initiatives to reach out to more residents in the LGA.

In 2013/14, the City ran 282 adult programs (including Late Night Library and user education courses) and 749 children and youth programs (including weekly Storytime and Rhymetime) with a total of 42,255 participants: 9003 for adult programs (including late Night and user education) and 33,252 participants for children and youth programs (including weekly Storytime and Rhymetime). The highlight for 2013/14 was winning the Local Government Arts and Cultural Award for Libraries and Literature for the City's Late Night Library program.

60 outreach programs were also ran, with 2424 attendees during 2013/2014 which included two Lawn Libraries – one

at Paddington Reservoir Garden and another one at Hyde Park for the Sydney Festival. The Sydney Festival Lawn Library saw the Library distribute more than 11,000 pre-loved books during the course of the Festival.

During 2013/14, the Library network expended user education with Facebook and computer training classes in Turkish, Russian, and Chinese languages to meet growing community needs. In addition, the library collaborated with the City's Green Villages area to run a series of sustainability workshops at Glebe, Waterloo and Surry Hills libraries.

The Library hosted National Simultaneous Storytime at Customs House in May with author Ursula Dubosarsky and illustrator Andrew Joyner of the book 'Too Many Elephants in My House'. The Library and SBS Radio did a joint reading of the book in English & Mandarin, which was recorded for the SBS Mandarin radio program.

Responsible Companion Animal Ownership		
Promote and provide free microchipping and discounted companion animal registration fees for pensioners. Work with other agencies to promote pet desexing, including reduced fees for pensioners and transport to and from vets. Provide free dog obedience training courses for residents.	<p>In Q4, in association with the Cat Protection Society and a veterinary practice contracted to the Sutherland Animal Shelter, the City continued to provide free micro-chipping and subsidised desexing services for pets of residents who have a pensioners or health care card. This included free transport to and from the veterinary clinic on the day of the surgery.</p> <p>The City also provided free registration for an eligible pensioner's first animal with heavily discounted registration fees for any other pets owned by that person. 32 animals were provided with discounted registration.</p> <p>The City's dog obedience training continued. 63 dogs and their owners completed the course in Q4. Due to adverse weather conditions, completion of the Q3 class was delayed and was completed in Q4 as well, with 75 participants. Since the inception of the dog obedience training, over 2,900 dogs and their owners have completed the course.</p>	On Track
Manage and patrol the City of Sydney's off-leash parks and significant on-leash recreational parks, to educate dog owners about their rights and responsibilities, monitor safety and the amenity of the parks and report unsafe or potentially unsafe situations.	In Q4 the rangers and the Companion Animals Liaison Officers continued to conduct uniformed and plain clothed patrols of the City's parks and open spaces, to ensure dog owners were exercising their animals responsibly and all park users were able to enjoy the equitable use of the facilities. There were 1415 hours spent in Q4 on these patrols.	On Track

6.P.3 Develop and support local enterprise and employment.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Village Business Precincts				
Develop precinct studies for each village business precinct, incorporating the findings from the Floorspace and Employment Survey	2016	100	Local economy profiles for the 10 village groupings were completed by the end of June. The profiles will be used to guide the preparation of the Village Business Action Plans. The profiles will be published on the City's website in a format that makes them easily accessible for the business community.	Complete
Major Programs	Progress To Date			Status
Precinct Support				
Provide precinct and business partnership support to encourage small businesses to operate in main streets.	The City provide a range of support to business partnerships. Village Business Partnership Grants were awarded to nine business precinct organisations over the year totalling \$727,500. These grants have assisted to deliver increased chamber membership, increased newsletter reach and networking events. Highlight achievements include – • Pyrmont Shop Local Campaign, Visitor Guide, Creative Business Network & Pyrmont Festival (20,000 visitors) • Glebe Taste of Bohemia Food Guide and Glebe Street Fair (80,000 visitors)			On Track

- Walsh Bay Arts & Commerce - proactive in leveraging Vivid Festival (recorded visitation of over 300,000)
- South Sydney Business Chamber - Shopfront Showcase and Shop Local Campaign
- Chippendale Creative Precinct - Gallery Guide, New World Art Prize & Beams Festival (8,000 visitors)
- Paddington Business Partnership - Activate Oxford Street, Paddington Alive Festival & maintenance visitpaddington.com
- Darlinghurst Business Partnership - organisational restructure, advocacy and growing membership
- Haymarket Chamber of Commerce - Walking Tours App & Eat Live Play Guide
- Potts Point Partnership - maintenance kingscrossonline (12,500 unique visitors per month)

Cash sponsorships were awarded for the Glebe Street Fair, Pyrmont Festival of Food Wine & Art, Kings Cross Festival and the Walsh Bay Arts Festival, totalling \$140,000, and attracting over 120,000 visitors across all festivals. Local businesses reported improved trade during the festival periods which introduce a new audience to the City's villages.

Sixteen Shopfront Improvement Matching Grants were awarded - 15 in Redfern and 1 in Oxford Street. Promotion continues and there is growing interest in the program from Oxford Street property owners - totalling \$88,600. The program has delivered visible outcomes in the Redfern and Regent Streets areas improving the look and feel of the area.

Two Finegrain Matching Grants were awarded - Bulletin Bar and Cabrito Coffee Traders, resulting in a significant activation of the underutilised Bulletin Place laneway in the City's north.

1303 people in total attended a range of Business 101 Workshops and ChinaConnect Workshops hosted by the City.

338 villages businesses took part in three major campaigns (1) Fashion in the Villages (2) Christmas in the Villages and (3) Asia on your Doorstep.

Six Forums and Workshops were hosted by the City to inspire business leaders and encourage business development on village mainstreets.

Compliance Monitoring

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

The City maintains proactive inspection programs for boarding houses, backpackers, swimming pools (water quality), food premises, cooling towers and late night trading premises. These programs check legislative compliance and officers undertake enforcement action where necessary to improve standards. In late October Council will commence a proactive inspection program of swimming pools attached to multi-tenanted and tourist style accommodation to ensure fencing standards are maintained.

Additionally, the City continues to investigate complaints across a range of areas including building compliance, fire safety, public health and food premises.

On Track

6.P.4 Develop and support a network of dynamic, robust local economies.

Major Programs	Progress To Date	Status
Local Economic Development		
Implement priority actions from the plan to support the economic growth of Green Square.	The implementation will begin when the Plan is finalised.	On Hold
Implement priority actions from the Local Economies Action Plan	As part of the preparation of the Village Business Action Plans, a number of targeted consultation activities with small local businesses were facilitated. In June 2014, the City hosted 4 workshops, online and face-to-face engagement.	On Track

In April and June, the City also hosted 3 Round Tables with key industry and business chamber stakeholders in order to identify key themes and issues facing local business. These themes and issues were tested as part of the broad engagement with local businesses.

6.5.1 Key Performance Indicators

Local economies -

Develop and support local economies and employment

Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	2013/14 Result Q1	2013/14 Result Q2	2013/14 Result Q3	2013/14 Result Q4	2013/14 Result YTD	Comment	Status
Amount of footway dining in the Village Centres	m2	3,442.12	3,023.76	3,206	3,167.91	3,185.18	3,234.64	3,425.76	3,425.76		On Track

Libraries and learning -

Provide equal access to information and knowledge to support a life-long learning culture for residents, businesses and visitors to the City

Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	2013/14 Result Q1	2013/14 Result Q2	2013/14 Result Q3	2013/14 Result Q4	2013/14 Result YTD	Comment	Status
Number of active library memberships	No	29,103	26,761	30,560	26,772	27,227	26,785	26,690	26,690	The number of active memberships is consistent with 2012/13 although it is 10 per cent less than targeted for 2013/14. The removal of non-resident membership fees from 1 July 2014 should help to increase total number of memberships. This will also be aided by aligning active membership renewal from one to two years which is the standard period set by the State Library of NSW.	Indicator Only
Items borrowed from libraries	000	955	1,170.36	1,280	281.79	274.27	283.2	283.18	1,122.43	The library is developing an enhanced local branch profile to meet the reading needs of each local branch's communities which reflects the diverse nature of the City's villages.	Indicator Only
Number of visitors to libraries	000	1,209	1,145.35	1,300	357.69	314.93	332.28	314.63	1,319.53		On Track

Children's services -

Provide affordable, safe, stimulating and educational activities and programs for children to enhance their positive growth and development, and assist families in balancing workforce and community life participation

Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	2013/14 Result Q1	2013/14 Result Q2	2013/14 Result Q3	2013/14 Result Q4	2013/14 Result YTD	Comment	Status
Children supported through City of Sydney's Children Services	No	1,124	1,419	-	819	218	244	92	1,373	The City provides 430 licensed childcare, vacation care and after school care places across the Local Government Area in facilities directly operated by the City. These Centres provided care for 1373 children across the 2013/14 financial year. 93 additional children enrolled in Q4. Additionally, the City has a total of 17 centres operated by external organisations - 16 on accommodation grants and 1 privately operated - that offer additional	On Track

										736 places combined.	
Level of customer satisfaction - Annual parent satisfaction survey across Council's 10 Children's Services	%	-	-	-	-	-	-	93	93	On average, 93% of families reported that they were always or often satisfied with the service received across the 10 childcare and out of hours school care centres operated by the City.	On Track
Net increase in new child care places provided for under school age children across the City of Sydney, measured against 2005 baseline	No	-	-	-	-	-	-	1,329	1,329	In May 2005 there was a total of 3221 childcare places in the City of Sydney Local Government Area. As of June 2014, there are 4550 childcare places. This represents an additional 1329 childcare places. During 2013/14 an additional 48 childcare places were made available.	Indicator Only
Community health and well-being - Provision of quality recreational facilities and open space as places to meet, socialise and to engage in passive and active recreation activities											
Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	Q1	2013/14 Result Q2	Q3	Q4	YTD	Comment	Status
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	91	95.5	85	98	95	100	100	98.25		On Track
Open space per capita (measured annually)	m2	21.02	20.89	24	-	-	-	20	20	Population estimate for 2013 for City of Sydney is 192,000 people. Since 2007 it is estimated an additional 5.5ha of open space has been provided that results in approximately 384ha of open space in the City local government area. This area includes open space not managed by the City such as Royal Botanic Gardens, Domain and Moore Park, but excludes schools and other private spaces. Based on current population estimate and open space provision this equates to 20m2 per head resident population	Attention Required
Area of parks and open space managed by the City of Sydney (measured annually)	ha	190	190.64	190	-	-	-	191.64	191.64	The area has increased by 1 hectare during 2013/14.	On Track
Attendances at aquatic and leisure centres	000	1,444.65	1,274	1,300	390	433	440	305	1,568	The annual attendances exceed the 2013/14 target.	On Track
Social Programs and Services - Support the community to improve access to services to reduce disadvantage and build relative equality, and try to fill gaps in service delivery on a needs basis											
Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	Q1	2013/14 Result Q2	Q3	Q4	YTD	Comment	Status
Total Number of Meals provided through Centre Based Meals and Meals on Wheels	No	-	-	60,000	15,453	15,369	14,385	14,619	59,826		On Track
Total bookings by community groups using City Spaces	No	7,907	7,403	10,000	2,263	2,208	2,097	2,570	9,138		On Track

Number of volunteers involved with City of Sydney services, programs and events	No	4,208	3,544	-	790	952	752	985	3,479		On Track
Total overall attendance at City Spaces	No	459,235	605,604	520,000	185,977	183,015	175,526	182,444	726,962	Overall attendance was much higher than anticipated and can be attributed to increased promotion of programs, including the distribution of the What's On in Your Neighbourhood publication to all households in the Local Government Area and an increased number of successful partnership programs including the Redfern Now and Utopia Screenings at Redfern Community Centre and the Pymont Christmas event in Pymont.	On Track
Percentage of people surveyed accessing City Programs and Services who report an increase in their connectedness to the community	%	-	-	-	-	86	-	91	91	This result is based on responses from 1184 surveys conducted across City Spaces, Meals on Wheels, Centre Based Meals, ISLA program and Strata Skills 101	Indicator Only
Percentage of people surveyed accessing City Programs and Services who report an improvement in their physical health	%	-	-	-	-	86	-	91	91	This result is based on responses from 894 surveys conducted across City Spaces, Meals on Wheels and Centre Based Meals programs.	Indicator Only
Percentage of surveyed people of people accessing City Programs and Services who report an improvement in their social wellbeing	%	-	-	-	-	86	-	92	92	This result is based on responses from 881 surveys conducted across City Spaces, Meals on Wheels, Centre Based Meals, and Community Transport services.	Indicator Only
Percentage of people surveyed accessing City Programs and Services who report they are satisfied with the service they have received	%	-	-	-	-	92	-	93	93	This result is based on responses from 1280 surveys conducted across City Spaces, Meals on Wheels, Centre Based Meals, Community Transport, Connect Sydney, ISLA program and Strata Skills 101	Indicator Only
Percentage of people surveyed accessing City Programs and Services reporting an increase in their skills and knowledge	%	-	-	-	-	89	-	93	93	This result is based on responses from 1127 surveys conducted across City Spaces, ISLA program, Connect Sydney and Strata Skills 101	Indicator Only
Percentage of people surveyed accessing City programs and services who report an increase in their confidence to make life choices as a result of the program	%	-	-	-	-	87	-	93	93	This result is based on responses from 984 surveys conducted across City Spaces and the Strata Skills 101 program.	Indicator Only
Number of people engaged in employment for more than 3 months as a result of participating in a City supported employment program	No	-	-	-	-	3	-	3	6	Employment outcomes have been achieved through the City's involvement in the Media RING Indigenous Employment Program and the Lights, Camera Action program.	Indicator Only

Companion animals - Support and educate the community in responsible pet ownership and assist residents to meet their obligations under the NSW Companion Animals Act

Key Performance Indicator	Unit	2011/12	2012/13	2013/14	2013/14 Result	Comment	Status
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		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Dogs and cats impounded (less is better)	No	178	177	-	40	59	62	50	211	While the number of animals impounded has increased over previous years there has also been an increase in the number of animals rehoused – see below. The City has an ongoing campaign to encourage owners to micro-chip and register their pets.	Indicator Only
Animals reclaimed by their owners	No	52	102	-	15	14	13	17	59	The decrease in animals reclaimed by their owners was offset by an increase in the number of animals being adopted to new homes.	Indicator Only
Animals rehoused from the shelter	No	105	83	-	25	31	26	33	115	An increase in the number of people adopting animals from the Shelter, together with promotions and advertising, saw an increase in the numbers rehoused.	Indicator Only
Animals euthanized at the pound and external Veterinary Clinics	No	21	16	-	6	12	7	1	26	While only 1 cat was euthanized this quarter, the numbers for the year were higher than the previous year because of the need in Q2 to impound a feral cat colony to prevent them from adversely impacting the neighbourhood.	Indicator Only
Dog attacks	No	113	129	-	39	38	31	27	135	While there were 4 fewer attacks in Q4 compared with Q3, the YTD figure was 6 more than in the previous year. Reports of dogs chasing another dog or person are defined as dog attacks by the legislation.	Indicator Only
Dog was subsequently declared dangerous	No	9	3	-	1	0	0	2	3		Indicator Only
Hours per quarter in parks on proactive inspections	No.	4,595	5,699	3,540	1,713	1,300	1,346	1,415	5,774		On Track
Dog obedience courses held per annum	No.	4	4	4	1	1	1	1	4		On Track

7 A cultural and creative city

7.P.1 Provide cultural leadership and strengthen cultural partnerships to reinforce the positioning of Sydney as a global city

Major Projects	Completion Date	% Complete	Progress To Date	Status
Cultural Strategy				
Develop the City's Cultural Policy and deliver projects and initiatives arising from it	2016	95	The draft Cultural Policy and Action Plan was endorsed by Council in May 2014 for exhibition for a period of 28 days. Submissions received during the exhibition period are currently being assessed.	On Track
Public Art Policy				
Develop a Public Art Policy	2016	100	The City's Public Art Policy was adopted by Council in May 2011. The City's Art Public Art Strategy is the implementation plan for the Policy, and will guide the City in the creation of new public art works and programs.	Complete
City Spaces and Laneway				
Implement a City Centre Public Art Plan as part of City Transformation	2017	25	<p>The City Centre Public Art Plan was adopted by Council in June 2013. The Plan provides directions for the creation of high quality public art projects to transform the City Centre including projects by the City of Sydney, projects created in partnership with cultural organisations and other projects created by the private sector.</p> <p>The implementation of the City Centre Public Art Plan has progressed with expressions of Interest for public art to address the George Street Spine and the East-West Connecting Streets in August 2014. These projects are currently at the select tender stage with artists due to be engaged for both projects by mid 2014 to align with the light rail program.</p>	On Track
Public Art Project Development				
Implement the Green Square Public Art Strategy	2017	50	<p>The Green Square public art strategy proposes permanent and temporary public art projects that link public domain areas with future developments.</p> <p>This year the City engaged with an artist to develop a permanent public art commission for the proposed Drying Green Park. The artwork will be integrated into the park design.</p> <p>Expressions of Interest were also called for artists to integrate a permanent public artwork into the former South Sydney Hospital site. Five artist teams will be shortlisted to develop their ideas further over the coming months as part of the process to select the winning artist proposal.</p>	On Track

Cultural Ribbon				
Develop a Cultural Ribbon Strategy	2017	0	This project is not yet due to commence	
Major Programs	Progress To Date			Status
History				
Produce and promote local histories and provide historical research to assist in City decision-making.	<p>Digital presentation and publication of history is a strong focus for the City. The smartphone app for curated history and public art walks - Sydney Culture Walks - went live in the Q3 period. This is a major addition to public outreach, and involves collaboration with the public art team and the Dictionary of Sydney. There have been 8,270 downloads of the app since the March launch. This is in addition to over 100,000 history walk brochures distributed by the City to visitors, tourists, school and community groups each year.</p> <p>The City have delivered 30 public talks and walks over the year; the majority of these were free events. These have been targeted at a range of audiences including local community, history societies, Aboriginal networks, school groups, history professionals and librarians, cultural visitors, as well as the general public.</p> <p>The City continues to provide detailed advice and comment upon interpretive signage and graphical representation of history associated with City projects and those of developers.</p> <p>Historical research work on the southern industrial area of Redfern, Alexandria and Waterloo has supported a number of street, park and suburb name proposals, as well as heritage studies and assessments, interpretative signage, and briefs for public artwork and architectural competitions. History and heritage information was pertinent to the urban renewal of the district and are participating in placemaking workshops and community engagement opportunities.</p>			On Track
7.P.2 Support cultural activity, participation and interaction				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Events Strategy				
Develop a City of Sydney Events Strategy that also enhances the use of city streets and public spaces	2016	25	The Events strategy will be developed following the recent adoption of the Cultural Strategy.	Watch
Major Programs	Progress To Date			Status
Public Art				
Implement the City Art Public Art Strategy to deliver permanent and temporary public art and to conserve and maintain the existing public art collection across the local government area.	<p>Key outcomes for 13/14 include:</p> <p>Short Term Projects:</p> <p>1. Mural Register and Street Art Review Project – draft report due with report to Council due mid 2014.</p> <p>Permanent projects:</p> <p>1. City Centre Public Art - Tender Evaluation for public art for the George Street Spine and the East - West Connectors complete. Tender report with recommendation to Council in July for consideration.</p> <p>2. Thomas Street Closure, Haymarket - Public Art and Street Upgrade – tender documentation in progress pending</p>			On Track

RMS approvals.

3. Eora Journey Recognition in the Public Domain - artist Tony Albert engaged to deliver the artwork to honour Aboriginal and Torres Strait Islander men and women who have served their country. Artwork to be located in Hyde Park South with the intention being to deliver the artwork for ANZAC day 2015.
4. Green Square - Drying Green - Design integration on hold until confirmation of park design.
5. Green Square - South Sydney Hospital Site EOI evaluation complete 5 artists short listed to develop their proposal further in Stage 2 Select Tender. Tender report to Council late 2014.
6. Crown Street Capital Works Upgrade - Short listed artists currently developing ideas as part of Stage 2.
7. Capital works Heffron Hall – artists engaged to implement public artwork for Heffron Hall.
8. Biennale Legacy Artwork now officially part of the City Art Collection following handover early June.

Art and performance

Deliver and further develop the Art & About program to showcase creative activities in public spaces.

Art and About 24/7 (Working Title) has been developed to support the City's cultural policy by enabling the presentation of Art in Unusual places outside of the traditional Art & About festival dates. A model has been produced to steer the decision making and approvals process through a working committee. Procurement of projects that fall outside the existing Art & About expression of interest process is to be developed in 2014.

On Track

Art & About Sydney is an annual festival that invites artists to use the city and its public spaces as a canvas to present work from all mediums in unusual places. 2013 marked the 12th year the City has produced Art & About Sydney and this year the festival theme was 'Private Lives Public Places', an exploration of the boundaries between the public and the private.

Art & About Sydney launched on Friday 20 September with a free public event in Martin Place and included:

- Official opening of 2013 Festival
- Announcement of Sydney Life & Little Sydney Lives photographic competition winners
- Performances from The Break and presentation of Shaun Tan's The Arrival with a live score from Ben Walsh & The Orchestra of the Underground.

Sydney's leading cultural institutions also participated in the launch.

The Banner Gallery presented Walking Men Worldwide™ lined the City's streets with a photographic collage of pedestrian traffic icons from around the world.

Sydney Life received a record 1500 entries and it is estimated that over 250,000 people visited Sydney Life in its new home located on St James Avenue. The relocation was due to the unavailability of the Central Walkway due to issues with rigging structures attaching to the trees,

Little Sydney Lives experienced a 50% increase in submissions and the exhibition gained significant media attention.

The major projects included two entries from International artists including 'Snailovation' and 'Field'. The remaining major projects included I think I can by, and Bread and Butter.

There were over 40 associated events in the 2013 program, key highlights included the Art Gallery of NSW's 'Sydney Moderns', Chippendale's BEAMS Arts Festival, the inaugural Sydney Contemporary Art Fair at CarriageWorks and Arena Calcetto at Paddington Reservoir Gardens.

Cultural and Creative Activities

Provide programs, classes and events at local community centres to develop community capacity and participation in cultural and creative activities by culturally diverse customers.

The Library participated in a number of community festivals during 2013/14 including Newtown Festival, Glebe Festival, Chinese New Year, Mardi Gras Fair Day, Mitchell Street Fair and Yabun Festival. Information was provided on Library services and on the spot membership opportunities were encouraged.

On Track

In addition to the two Lawn Libraries held during 2013/14, the City participated in Australia Day celebrations in Hyde Park with 13 storytime sessions held throughout the day. Regular outreach was provided to child care groups within the community including running special storytime sessions at Chippendale Childcare, Kindy Patch and Ultimo Preschool.

In preparation for the Sydney Dance Company event 'Big Dance' on 13 July 2014, Abraham Mott Centre (Millers Point), Ultimo Community Centre and Green Square Hall acted as community hubs for individual dancers and community groups to learn their routines. During the five week lead up to the event, each hub facilitated one dance workshop a week, with dance teachers being provided by Sydney Dance Company.

The Abraham Mott Centre collaborated with 'Work-Shop' on a trial series of events targeted at young people from across the City, with events include Street Art, Photography and Unicycling 101.

Two Etsy Craft Parties were hosted at Ultimo Community Centre and Erskineville Town Hall during. Etsy Craft Party is a worldwide event where crafting groups come together with the community to share their love of craft. The events gave the centres an opportunity to showcase facilities and build relationships within the craft community. As a result two crafters have shown interest in running regular events within City Spaces using the art classroom at Ultimo Community Centre.

Walter Burley Griffin Incinerator and Glebe Town Hall Classroom were filled with Short Term Creative Tenants as a trial to activate the spaces and provide the community with cultural programs. Tenants are working closely with the City to provide community workshops and events.

A new partnership was formed with Oxfam Australia for Smart ARTS 2014. The organisation operates world-wide and aims to mobilise the power of people against poverty. The Smart ARTS team and young people from Oxfam worked together to create a collaborative art piece for the smart ARTS exhibition, exploring the Oxfam '3 things' project, 'What are 3 things that you can do to help change the world?'

A new partnership with ARTillery (Amnesty International) resulted in collaborative artwork exploring the plight of youth refugees in detention centres such as Manus Island, which was also part of the exhibition.

The Pine Street Community Arts Centre provided an exhibition opportunity in the Smart ARTS exhibition for 17 young Aboriginal students from Biala Hostel (Mackellar Girls Highschool, Allambie Heights). The students exhibited their artworks and attended the launch party celebrations.

Cultural grants, sponsorship and partnerships

Provide direct financial grants and/or in kind support to a range of cultural groups

In 2013/14, 92 cultural projects were approved for total of \$1,012,116 in cash and value in kind.

On Track

This includes support for a range of projects and events including, NAIDOC Week events, Shifting Cultures community photography, Archikids architecture workshops, Archrival installation in Paddington Reservoir Gardens and Pyrmont, Head On Foundation workshops and photographic exhibition for under-represented community groups, and support for the Australian Brandenburg Orchestra for free community concerts.

7.P.3 Support the development and growth of the creative economy.

Major Programs	Progress To Date	Status
Creative Industries Action Plan		
Implement priority actions from the plan to support the economic growth of the creative and digital industries sector.	<p>In May 2013, the City sent two staff members as part of a NSW Government-led trade mission to Beijing, China. The trade mission showcased the creative industries of NSW in partnership with the NSW Government and the key creative industry bodies to the expanding market of China. The trade mission allowed the City to highlight the importance of the creative industries sector to our local economy.</p> <p>The City facilitated personalised business advice for creative enterprises in partnership with the NSW Government through the Office of the Small Business Commissioner and Clearly Business (as part of the Business Enterprise Centre).</p> <p>The City continued to support creative enterprises through the 66 Meet Ups networking events.</p>	On Track
Commercial Creative Events Sponsorship Program		
Through the Commercial Creative Events Sponsorship Program, secure and support major events that deliver creative and economic outcomes for the City.	<p>On 7 April 2014, Council resolved to enter into a sponsorship agreement with Destination NSW to provide support across a range of Council-related activities for the Vivid Festival in recognition of the economic benefits it brings to the City's business community.</p> <p>The sponsorship agreement included the use of Martin Place, street cleaning and waste management services, extending the hours of our visitor information kiosks and marketing support.</p>	On Track

7.P.4 Encourage the appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression

Major Projects	Completion Date	% Complete	Progress To Date	Status
Eora Journey				
Continue work in support of a cultural centre and major event celebrating Aboriginal and Torres Strait Islander culture and community.	2014	85	<p>As part of the Eora Journey, the City committed to a signature event to support the community's desire for greater visibility of Aboriginal culture. The event, NAIDOC in the City takes place on the first Monday of NAIDOC week. The City of Sydney successfully presented a four hour lunchtime event in Hyde Park to reassert the area's Aboriginal past, celebrate this ancient and living culture and promote NAIDOC week in a way that makes it inclusive and accessible to the wider community.</p> <p>VIBE Australia worked with the City of Sydney to develop the event that would: celebrate NAIDOC Week; showcase Aboriginal and Torres Strait Islander culture; promote local community groups and their NAIDOC Week activities. The event was held on Monday 8 July 2013 in Hyde Park North and was designed to launch Sydney's NAIDOC Week celebrations. The estimated audience was 4,000 to 5,000 people consisting of the Hyde Park lunchtime crowd, community members, international tourists, invited guests and representatives. The event featured a full program of live performances, interactive displays, workshops, food stalls and a marketplace promoting Aboriginal and Torres Strait Islander small businesses.</p>	On Track

Major Programs	Progress To Date	Status
Eora Journey		
Research and develop Aboriginal history content in support of the Eora Journey framework	<p>The oral history project developed for Eora Journey around the Artwork Honouring Aboriginal Service Men and Women is wrapping up. Ten interviews have been published on the oral history website. Another six oral histories on this subject have been completed and are awaiting final sign-off from the participants. These will be made accessible to the public once appropriate protocol and permissions have been obtained. Collateral about the project has been prepared for display at community events and a postcard promoting the project printed for NAIDOC Week 2014.</p> <p>The City provides advice on namings for parks and street, and encourages the use of appropriate Aboriginal Sydney language words and Aboriginal historical connections. The City Historian gave a talk about the Aboriginal naming project undertaken in Green Square at the Local Government Network Conference in the Q2 period.</p> <p>Information from the Barani Barrabugu booklet is has been incorporated into the Sydney Culture Walks app for smartphone, which was launched in the Q3 period.</p> <p>The Barani website makes authoritative information about Aboriginal history available to the general public. Since its launch in July 2013 the refreshed Barani website www.sydneymarani.com.au has received on average 2,500 unique visitors per month. A welcome to country video was added to the homepage in Q3. New content has been commissioned on the subject of Aboriginal archaeology and artefacts.</p>	On Track

7.5.1 Key Performance Indicators

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

Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	Q1	2013/14 Result				Comment	Status
						Q2	Q3	Q4	YTD		
Aboriginal and Torres Strait Islander cultural projects supported by the City	No	-	-	25	10	10	6	0	26		On Track

Culture and creativity - Support the creative and cultural life of the City

Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	Q1	2013/14 Result				Comment	Status
						Q2	Q3	Q4	YTD		
Value of cultural grants approved by the City of Sydney (excluding the Major Festivals Grants)	\$ '000	1,555.52	-	-	621	201	108	82	1,012	Walkley Foundation, APRA, Sydney Open and quick response grants	Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No	61	-	-	119	123	136	121	121	121 organisations in 58 creative spaces.	Indicator Only
Attendances at Art & About	No	7,650	-	7,500	1,400	1,200	-	34,400	37,000	It is estimated the 37,000 participated directly and purposely in programs including Launch (Friday Night Live), Spill and I think I Can. Audience exposure to the remaining programs including Snailovation, Sydney Life, Little Sydney Lives and Field is estimated in excess	Indicator Only

of one million people. This figure is difficult to quantify as pedestrian counting for the entirety of the festival at all sites is not possible.

8 Housing for a diverse population

8.P.1 Facilitate the supply of housing to cater for population growth and change.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Housing Supply				
Prepare a position paper on the housing supply issues in the City to inform advocacy and stakeholder engagement	2014	85	The City is developing a Housing Position Paper, which sets out the key issues, impacts and potential approaches for addressing housing issues within the inner city. The Paper addresses private market, community key worker rental housing and social housing issues, and the rationale for the City's support for a diverse housing supply within the city of Sydney.	On Track

8.P.3 Facilitate and promote growth in the 'affordable housing' sector including by not-for-profit and other housing providers

Major Programs	Progress To Date	Status
Affordable Housing Sites		
Work in partnership with the community housing sector, Housing NSW and the private sector to identify potential affordable rental housing sites across the local government area.	Continue to work closely with relevant stakeholders to increase affordable housing supply. The City continues to advocate for affordable housing to be a requirement of LEP amendment requests and provided as part of the public benefits package in voluntary planning agreement negotiations on private redevelopment sites.	Watch
Investigate planning controls to secure supply of affordable rental housing.	<p>The City has prepared a planning proposal to rezone land and change the planning controls for its employment lands, mostly located in the southern parts of the council area. The planning proposal encourages affordable housing through an affordable housing levy, permitting affordable housing in particular business zones and potential site specific planning proposals. Council and the Central Sydney Planning Committee approved the public exhibition of the planning proposal in June 2014.</p> <p>The City finalised an amendment to the planning controls for 87 Bay Street, Glebe on 17 December 2013. The planning controls and a voluntary planning agreement require 7.5 per cent of the residential development, or about 18 units, to be affordable housing.</p> <p>A planning agreement is a voluntary tool that can be used to secure affordable housing with a change to planning controls. The City asks land owners to consider a public benefit offer, which can include affordable housing, when changes to planning controls are sought.</p> <p>The City continues to advocate for a wider range of planning controls to deliver affordable housing, including in the submission to the Inquiry into Social, Public and Affordable Housing by the NSW Legislative Council's Select Committee on Social, Public and Affordable Housing in March 2014.</p>	On Track
Identify opportunities for affordable housing in urban renewal areas	Criteria for the offer of land at Harold Park to the community housing sector are proposed to be considered by Council in mid 2014. Discussions have been held to understand barriers to future development, including potential issues associated with financier security, before the offer of the land at Harold Park to encourage broader participation in affordable housing development within the City of Sydney.	On Track

8.P.4 Facilitate and promote growth in the social housing sector to provide housing opportunities for those with very low incomes

Major Programs	Progress To Date	Status
Homelessness Program		
Address homelessness in the inner city by 2017 focusing on long term supportive housing outcomes for rough sleepers and preventing new homelessness through the provision of crisis intervention, outreach and brokerage support.	<p>Way2Home, the assertive outreach service jointly funded by the City of Sydney and the NSW Department of Family and Community Services supported 7 people sleeping rough in the Local Government Area into secure housing during Q4. 28 people have been permanently housed during the 2013/14 financial year and 216 since the program commenced in 2010. Across the year Way2Home provided assistance to 218 people.</p> <p>During Q4 the Homeless Persons Information Centre provided 71% of callers with assistance required on the day of the call. Over the 2013/14 financial year the average number of people that were assisted on the day of their call was 69%.</p> <p>On the 30 June 2014, the Homeless Persons Information Centre closed after 30 years of operation. The Centre has been replaced by a new state-wide information and referral service called Link2Home that is operated by the NSW Department of Family and Community Services 24 hours per day, 365 days per year.</p> <p>The Homeless Brokerage Program, funded by the City and the Department of Family and Community Services and operated by the YWCA NSW provided assistance to 108 people during Q4 and 487 people during 2013/14. Types of assistance provided through this program include providing fares for transport home, paying rent arrears and providing short-term accommodation with support.</p> <p>During 2013/14 the NSW Government undertook a comprehensive reform of the Specialist Homelessness Sector in NSW called Going Home Staying Home. The intent of the reform program is to prevent people from becoming homeless by providing support services in the area in which they live, before they enter the inner City. Whilst it was originally intended to reduce the overall funding provided to inner City services, the NSW Government has enhanced funding for services operating within the City of Sydney Local Government Area. The reform program has however, resulted in a range of new tender packages being awarded to organisations operating in the inner City. Throughout 2013/14, the City has worked collaboratively with the Department of Family and Community Services, peak agencies and specialist homelessness services to assess the impacts of the reform and to provide advice and assistance where required.</p> <p>The City has provided transition funding support to the YWCA NSW to continue to operate the Homeless Brokerage Program during July 2014 and to the Department of Family and Community Services to enable the Way2Home assertive outreach program to continue to operate between July - October 2014.</p>	On Track
Public Housing Action Plan		
Prepare an action plan to address safety issues and improve perceptions of safety in public housing areas	<p>Based on the data from the 200 intercept surveys and 10 in-depth interviews with social housing residents, along with the Safe City Summit the following priority areas will be addressed by the Action Plan: -</p> <ol style="list-style-type: none"> 1. Social housing residents feel isolated in their community and this impacts on their perceptions and feelings of safety. 2. There are aspects of the physical environment in an around social housing that attract crime and antisocial behaviour and impact on the actual and perceived safety of residents. 3. Social housing residents are concerned about security, maintenance, allocations, tenure and redevelopment. 4. Social housing residents have less access to support and services impacting on physical and mental health. <p>An Action Plan to address these issues will be developed in the new year.</p>	On Track

8.S.1 Key Performance Indicators

Affordable housing -

Protect existing affordable housing and facilitate new affordable housing in the City to provide for social, cultural, environmental and economic sustainability

Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	Q1	2013/14 Result Q2	Q3	Q4	YTD	Comment	Status
Affordable rental housing units resulting from affordable housing levy - Ultimo/Pymont (measured annually). Target at end of scheme (not specific date): 600	No	-	-	-	-	-	-	0	-	The affordable housing units for this program are delivered by City West Housing, a NSW registered community housing provider. The money collected from the Ultimo-Pymont affordable housing levy is provided to City West Housing to purchase land and construct affordable housing dwellings. In 2009, changes to the planning controls allowed City West Housing to use the money collected from the Ultimo-Pymont levy to provide affordable housing outside Ultimo Pymont but within the council area. At the end of 2013/14, 446 affordable housing units had been completed in Ultimo Pymont. During 2013/14, no new affordable housing units were completed in Ultimo Pymont. \$83,621.45 was collected through the Ultimo-Pymont levy (Source: City West Housing). 192 affordable housing units partly funded by the levy have been approved or commenced construction in 2013/14. These include 104 units at 130 Portman Street, Zetland (likely completion 2015) and 88 units at 1001 Wilson Street, North Eveleigh (likely completion 2014).	On Track
Affordable rental housing units resulting from affordable housing levy - Urban Growth NSW	No	-	-	-	-	-	-	0	-	Money collected through the Redfern Waterloo Affordable Housing Contributions Plan 2006 is applied to the provision or refurbishment of affordable housing within the Redfern Waterloo Operational Area. The Plan funds can be used to purchase or refurbish existing dwellings, purchase newly constructed dwellings and construct new dwellings for affordable housing. The Plan is now managed by UrbanGrowth NSW Development Corporation. At the end of 2013/14, 0 new affordable housing units have completed as a result of the Plan. During 2013/14 no new affordable housing units were completed as a result of the Plan. 88 affordable housing units were approved and commenced construction at 1001 Wilson Street, Eveleigh (North Eveleigh project). The project is expected to be completed in 2014. City West Housing are delivering the housing.	Indicator Only

											The project is funded from various sources and also appears in the indicator for the Ultimo Pyrmont affordable housing levy as City West Housing are able to use money collected from the Ultimo Pyrmont levy throughout the council area.	
Affordable rental housing units resulting from affordable housing levy - Green Square (measured annually). Target at end of scheme (not specific date): 330	No	-	-	-	-	-	-	0	-		The affordable housing units for this program are delivered by City West Housing, a NSW registered community housing provider. The money collected from the Green Square affordable housing levy is provided to City West Housing to purchase land and construct affordable housing dwellings in Green Square. Since 2009, City West Housing has been able to use money collected from the Ultimo Pyrmont affordable housing levy for projects in Green Square. At the end of 2013/14, 102 affordable housing units have been completed in Green Square. During 2013/14, no new affordable housing units were completed in Green Square. \$36,761,742.85 was collected through the Green Square levy (Source: City West Housing). 104 affordable housing units at 130 Portman Street, Zetland were approved in 2013/14 and are expected to be completed in 2015.	On Track
Affordable housing units resulting from other (non-levy) means (measured annually)	No.	104	-	-	-	-	-	0	-		New affordable housing units may be delivered by government and non-government (not-for-profit and private) organisations without using funding from the affordable housing levies and outside the Green Square, Ultimo Pyrmont and Redfern Waterloo areas. During 2013/14 there were no known new completions of affordable housing units not associated with the affordable housing levies. Part of the Harold Park site will be dedicated to the City for development of affordable housing. The land is expected to be dedicated to Council in mid-2014. The site will provide about 50 affordable housing units. Private market boarding houses and student accommodation developments are not included as they are not defined as affordable rental housing under the City's Affordable Rental Housing Strategy 2009. Affordable housing units provided with assistance from the National Rental Affordability Scheme or by the NSW Government divesting housing to community housing providers are not included until external data becomes available.	Indicator Only

Homelessness -**Prevent the incidence of homelessness through better service co-ordination, improved services, and advocacy. End chronic homelessness in the inner city by 2017.**

Key Performance Indicator	Unit	2011/12	2012/13	2013/14	2013/14 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of people assisted to exit homelessness into long term housing as a result of a program supported by the City	No	271	38	20	8	9	4	7	28		On Track
Number of people who were prevented from becoming homeless through the City supported brokerage program	No	394	475	450	129	135	115	108	487		On Track
Number of people sleeping rough in the LGA	No	-	274	-	-	255	-	346	346		On Track

9 Sustainable development renewal and design

9.P.1 Show leadership in urban renewal to develop sustainable communities				
Major Programs		Progress To Date		Status
Major Urban Renewal Site Contribution				
Investigate reporting frameworks for the contribution of major urban renewal sites towards Sustainable Sydney 2030 targets.	A review of Strategic Directions and Targets in Sustainable Sydney 2030 has resulted in improved clarity surrounding urban renewal related actions and targets. Reporting on these targets will commence in 2014/15.			On Track
Renewal Oversight, Coordination and Advocacy				
Support Department of Premier and Cabinet Steering Committee to enable infrastructure projects in Green Square Precincts	Proposals for Transport for NSW to fund the Eastern Transit Corridor in the Lachlan and Epsom Park precincts are being prepared by the City now that major development is imminent on many sites.			On Track
Coordinate City's consultation with iNSW and Lend Lease regarding Sydney International Convention, Exhibition and Entertainment (SICEEP) planning approvals and integration works	The City is actively engaged with stakeholders Infrastructure NSW, Sydney Harbour Foreshore Authority (SHFA) and Lend Lease to develop proposals for the public domain at the interface with Sydney International Convention, Exhibition and Entertainment Precinct (SICEEP). Regular coordination meetings are occurring and a workshop with SHFA to identify public domain gaps is scheduled. A preferred stormwater design option for corner Hay/Harbour Streets has been agreed to progress through design and approval stages.			On Track
9.P.2 Define and improve the city's streets, squares, parks and open space, and enhance their role for pedestrians and in public life				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Public Domain Design Codes				
Develop and implement Public Domain Design Codes	2014	95	<p>The Sydney Street Code was adopted by Council in June 2013.</p> <p>The implementation of the Streets Design Code concepts for public domain furniture items such as seats, bubblers, bollards, and tree guards poles were approved by Council in March and are progressing to prototyping of individual elements.</p> <p>A Draft Sydney Lights Design Code has been prepared and is currently being reviewed to ensure alignment with the light rail lighting provisions for George Street and Devonshire Street. An implementation program for additional lighting provision for priority pedestrian routes and creative lighting overlay is currently being scoped.</p> <p>Design Manual for wayfinding signage was adopted in December 2013. This manual will be incorporated into the Sydney Signs design code that is currently a draft document.</p>	On Track
Develop and implement the Sydney Streets Design Code	2014	100	Sydney Streets Design Code was adopted by Council in June 2013. Public domain furniture currently in prototyping phase for the seat, rubbish bin and bollard elements. Overall the adopted Code has guided streetscape public domain development for both City and private developer projects to achieve co-ordinated and consistent outcomes.	Complete

Open Space and Recreational Needs Study				
Review the City’s previous Open Space and Recreation Needs Study.	2014	0	Proposal to undertake with review of Section 94 of the Local Government Act. The review will focus on open space acquisition and park facility provision to scope the study.	On Track
Wayfinding Strategy				
Continue the implementation of the Wayfinding Strategy	2014	65	Council adopted the Wayfinding Design Manual and Implementation Plan in December 2013. Since then a Pilot project to finalise and test the signage specifications has been developed for implementation in August 2014. Council have also accepted a tender for the documentation of the tactile/ Braille indicator signage system that will include a pilot project to be installed in October 2014.	On Track
Public Domain Furniture				
Continue to develop concept designs / prototypes for public domain furniture.	2015	75	Public domain furniture prototypes have been developed for a seat, tree guard , bubbler, rubbish bin and bollard. These will be installed in Kent Street as a prototype display to allow for assessment and refinement of designs prior to initiating a rollout program.	On Track
Public Space Requirements				
Define the public space requirements for urban renewal sites for city south.	2015	95	The City is preparing an Open Space Delivery Plan, as part of the Section 94 Contributions Plan review for the southern areas of the LGA.	On Track
Develop Public Domain Strategy for Lachlan Precinct	2014	95	Draft Strategy completed but finalisation on hold while infrastructure concept design completed towards the end of 2014.	On Track
Inclusion Action Plan				
Develop an Access Policy that provides guidance in standards of accessibility for works public domain and infrastructure works that are outside the Access to Premises Standards	2016	5	This project will be delivered over a 2 year period. Consultation and policy development has commenced.	On Track
Major Programs	Progress To Date			Status
Public Space Requirements				
Coordinate land acquisitions with infrastructure requirements in Green Square Precincts	A planning agreement has been exhibited and is being executed with Bridgehill Zetland Pty Ltd to ensure dedication of roads on Sites 9 and 12. A planning agreement is being re-negotiated with Crown Green Square Pty Ltd, the new owner of Site 6 to obtain early access to land for the Green Square Plaza. Urban Growth NSW has initiated a planning agreement negotiation with the City for Site 1 and associated road closures and re-alignments. Proposals have been forwarded to Transport for NSW to seek funding for the Eastern Transit Corridor including land acquisition in the Lachlan and Epsom Park precincts.			On Track
Coordinate development of infrastructure specifications for works in kind by developers in urban renewal areas	Stage 1 of the Ashmore Estate concept design has been completed. The concept design of the Lachlan and Epsom precincts have progressed, with the draft civil and public domain design completed for Lachlan precinct. The park designs for the precincts are due towards the end of 2014. Workshops are being coordinated to ensure signoff of concept designs for these precincts by multiple stakeholders.			On Track
9.P.3 Plan for a sustainable city and promote design excellence				

Major Programs	Progress To Date	Status
Design		
Facilitate the Design Advisory Panel to provide expert advice on public domain, park projects and major development applications.	The Design Advisory Panel has met monthly throughout the past year and has provided expert advice and guidance on the City's major capital works projects as well as development applications submitted to Council for assessment..	On Track
Use a variety of processes such as anonymous design competitions to enable innovation and opportunities for specific projects that allow for new design professionals to participate.	<p>Design competitions have been undertaken for the Green Square Library and plaza and the Green Square Aquatic Centre and Gunyama Park.</p> <p>For the Green Square Library and Plaza over 160 architects from around the world entered a design with an expert jury announcing the winner Architects Stewart Hollenstein in 2013.</p> <p>The City has since been working with Stewart Hollenstein to develop a concept design for the library and plaza</p> <p>For the Green Square Aquatic Centre and Park five finalists were chosen by the competition jury and announced on 17 June 2014. The finalists will now refine their entries in the next stage of the competition and the winner will be announced later this year. The winning design will combine a precinct recreation park with a state-of-the-art aquatic leisure facility, meeting the City's design excellence standards.</p>	On Track

9.P.4 Ensure planning addresses longer term options for the city

Major Projects	Completion Date	% Complete	Progress To Date	Status
Ashmore Estate				
Develop concept plans for roads, services and drainage in Ashmore Estate.	2014	100	The invitation for tender has been advertised and tenders received. The project has now been completed.	Complete
Epsom Park Precinct				
Complete Public Domain Strategy for Epsom Park	2014	50	Underway for completion in 2014.	On Track
Develop concept plans for roads services and drainage at Epsom Park	2014	30	Underway for completion in 2014.	On Track
Develop Remediation Strategy for Council land at Epsom Park	2014	70	Underway for completion in 2014.	On Track

Major Programs	Progress To Date	Status
Barangaroo		
Coordinate City's integration works with Barangaroo Delivery Authority at Barangaroo	<p>The Headland Park Integration Works have received heritage approvals and are nearing construction. A review of the design further to heritage conditions is being undertaken by the Barangaroo Delivery Authority.</p> <p>Wynyard Walk and the Wynyard Walk pedestrian bridge over Sussex St have experienced delays requiring interim works to Napoleon St to cater for the increased pedestrian traffic prior to completion in late 2015.</p> <p>The City's comments on the design of the City Walk bridge have been submitted as part of the part 5 process.</p>	On Track

9.S.1 Key Performance Indicators

Development assessments - Continually improve development controls and approvals processes

Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	2013/14 Result Q1	2013/14 Result Q2	2013/14 Result Q3	2013/14 Result Q4	2013/14 Result YTD	Comment	Status
Mean (net) assessment time to determine applications (DA & S96)	Days	60	54.2	45	52.4	51.7	54.4	56	56	Processes and practices continue to be under review to improve assessment times. Times have been affected in recent months by a significant number of vacancies.	Attention Required
Median (net) assessment time to determine applications (DA & S96)	Days	-	-	45	41	41	42	44	44	The median time for assessment of DAs & S96s was within the target for the year	On Track
Mean (net) assessment time to determine notified applications (DA & S96) - mean of 95% to meet target	Days	-	-	60	58.7	55.8	58.4	60.5	60.5	Performance for year has resulted in being slightly over the target having remained under target for most of the year.	Watch
Mean (net) assessment time to determine non-notified applications (DA & S96) - mean of 95% within target	Days	-	-	30	24.9	26.3	27.9	28	28	Performance has remained within target for the year.	On Track
Mean time taken from lodgment of application to commencement of exhibition (DA & S96)	Days	-	-	14	10.6	10.7	11.4	11.5	11.5	Performance is better than target for the year. Processes continue to be reviewed to try and improve this result.	On Track
Mean time taken from lodgement of application to refer to internal and external referral agencies (DA & S96)	Days	-	-	14	17	17	18.4	18.5	18.5	This is a new 'lead' indicator. The City is reviewing processes to ensure that this result is improved.	Attention Required
Percent of outstanding applications (DA & S96) over 80 days	%	-	-	25	18.4	20.6	25	24.6	24.6	Performance against the indicator remains near target and will improve when vacancies are reduced.	On Track
Mean (gross) assessment time to determine footway applications	Days	64.2	59	60	46.4	47.4	50.7	52.1	52.1	Footway assessment times were substantially better than the target and previous year's results. Further improvements may be obtained with the introduction of a fast track assessment system for footway applications where there is limited amenity impacts.	On Track
Average processing time for construction certificates.	Days	8.58	7.33	10	6.6	7.8	7	7.4	7.2	The unit recorded an average of 7.2 days for the approval of construction certificate applications which was below the set target of 10 days	On Track

10 Implementation through effective governance and partnerships

10.P.1 Align organisational planning and service delivery to deliver Sustainable Sydney 2030 priorities

Major Projects	Completion Date	% Complete	Progress To Date	Status
Property Asset Risk Management				
Prepare and implement a comprehensive Workplace Health and Safety and Environmental risk management service to Property assets. Ensuring risks are linked to Safety Management System and Enterprise Risk, both tracked and actioned on regular basis.	2014	90	Hazardous Material Plans with attached Asbestos Reports are being distributed as part of all asset audits being conducted, in accordance with the City Property prepared Distribution Process.	On Track
Workforce Plan				
Implement and monitor strategies within the Workforce Plan and plan for future workforce challenges.	2014	100	The City's Workforce Strategy continued to be implemented with the City's leadership and management capability framework finalised. The new employee recognition program was launched to acknowledge the efforts of employees to deliver on the City's purpose to 'lead, govern and serve' and demonstrate behaviours that support the values. The Higher Education Program continued to receive strong interest for the 2014 program.	Complete
Information Technology Strategy				
Implement approved priority projects from the Information Technology Strategic Plan	2015	70	New online facilities were delivered for residents and communities including the ability to request conveyancing certificates and report a missed waste collection. A new website recognising significant trees in the LGA was also developed. Other new facilities to assist the effective management of the City's assets and services included: a new portal for oversight of contractors providing construction and maintenance services; a new web based capability for management and communication within an emergency situation; and a new system for the support of Council and Executive meetings.	On Track
Major Programs	Progress To Date			Status
Organisational Development				
Develop and implement priority projects to improve the organisation's systems, processes and capability to deliver Sustainable Sydney 2030.	Systems and business process improvements have continued to be developed and implemented including the expansion of Online Business services. Service Reviews are continuing to improve business unit efficiency and effectiveness.			On Track
Internal Audit				
Develop and implement a risk based and comprehensive Internal Audit plan for the City in accordance with the Internal Audit Charter.	The rolling risk based three year internal audit plan (July 2014/15 - June 2016/17) was approved by the Executive in June 2014 and was tabled and approved at the June 2014 Audit Risk and Compliance Committee meeting. The internal audit plan is aligned to the City's Executive Risk Profile.			On Track
	A progress report was provided to the Audit Risk and Compliance Committee in June 2014 noting that the 2013/14			

plan is on target.

Council Support		
Ensure that Councillors have access to relevant information and assistance to enable them to fulfil their obligations to lead, protect and serve the community.	Councillors receive regular information updates and comprehensive briefings on all current issues. In addition, the City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs.	On Track
Community Indicators Framework		
Monitor performance and report progress on the Community Indicators Framework	Work has commenced on the collection of Indicators data through the next Residents Survey, which will be undertaken in the financial year 2014/15.	On Track
10.P.2 Give priority to community involvement, engagement and partnerships with the City of Sydney		
Major Programs	Progress To Date	Status
Customer Service		
Develop and implement a Customer Service Strategy that will result in a consistently high level of service across the City's many delivery channels for external and internal customers.	<p>The Interim Customer Service Strategy was endorsed by Executive in May 2014 and the Action Plan is currently being implemented.</p> <p>The Customer Satisfaction & Needs survey and Unreasonable Customer Conduct Procedures were completed in June.</p> <p>The City has incrementally increased its online services offering over the past 18 months. Property Certificates have recently been added, as well as Missed Waste under the 'Report an Issue' category.</p> <p>Draft documents for New Customer Service Standards and Complaints Guidelines will be presented for Executive endorsement in July 2014.</p> <p>A specification for a Pilot Customer Service Training Program is being finalised in conjunction with Workforce Services.</p>	On Track
Public Access to Information		
Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible.	The City continues to make available information on requests received from the public for access to documents, and is working on a process to identify information for pro-active release.	Watch
Monitor compliance with privacy legislation to ensure that personal information held by the City is protected.	The City is drafting a Privacy Project to review current practice to assure the City's compliance with Privacy Legislation and best practice.	On Track

10.P.3 Ensure the long term financial sustainability of the City of Sydney

Major Projects	Completion Date	% Complete	Progress To Date	Status
Asset Management				
Complete the implementation of a corporate asset management system for the City's assets.	2014	90	Data transfer from the Corporate Asset Management System to the Dekho mapping system is implemented allowing up to date asset details and maintenance records to be available to City staff.	On Track
Refine and revise long term asset management plans for critical infrastructure assets, including climate change impacts.	2014	90	Asset Management Plans for critical asset classes for Roads, Stormwater Drainage, Properties, Parks and Open Spaces updated and included in Resourcing Strategy for 2014-15. The plans include long term sustainability modelling for the critical classes.	On Track
Financial Planning and Reporting				
Develop a framework to identify appropriate levels of contributions and benefits between the City and other levels of government and agencies.	2014	30	Issues concerning cost shifting and level of government activity are being considered as part of an Office of Local Government Financial Sustainability program. 2 workshops held in 2013/14, facilitated by the Design Innovation and Research Centre at UTS. The City contributes to a number of initiatives that are jointly funded with the State, including light rail and Green Square infrastructure, and has recently entered into a memorandum of understanding with Urban Growth NSW to support major urban renewal projects.	On Track
Support the Council of Capital City Lord Mayors (CCCLM) report to consider and identify appropriate funding mechanisms, including infrastructure bonds, to finance significant local government infrastructure.	2014	100	A report has been prepared with the Council of Capital City Lord Mayors looking at the most effective models of financing local government infrastructure, particularly in our capital cities. The report was released and circulated to the Federal Government for their consideration.	Complete
Major Programs	Progress To Date			Status
Integrated planning and reporting				
Continue to enhance the IP&R framework to improve integrated long term planning and sustainability	A review of the City's Integrated Planning documents, including Sustainable Sydney 2030 was completed, with the new Integrated Planning documents being adopted by Council in June.			On Track
Financial Planning and Reporting				
Continue to model the financial implications of major projects, programs and initiatives to ensure long term financial sustainability. Identify the potential for special rate levies to address anticipated funding deficits.	The Long Term Financial Model (LTFM) is periodically updated to reflect Council-endorsed changes to operational and capital budgets, incorporating relevant adjustments to future year forecasts.			On Track
	The LTFM is maintained to facilitate the financial modelling of any proposed changes and updates.			
Business Performance				
Undertake reviews of business units and key business processes to ensure that they deliver on Sustainable Sydney 2030 objectives and provide efficient and effective service delivery.	The Service Review Program to review efficiency and effectiveness across the organisation has been in place for 12 months. 15 reviews have been completed, this represents approximately 15% of the identified services delivered by Council. Six reviews are currently being undertaken by managers.			On Track
Procurement and Contract Management				
Ensure best practice procurement and contract management focused	Procurement continues to collaborate with respective business managers to ensure best value quality outcomes.			On Track

on value for money, minimised risk and improved sustainability.

Contract reviews are ongoing and key lessons learned are used to improve future specialised training requirements. Risks are assessed for each procurement with suitable mitigation strategies.

Development contributions

Review current development contributions plans and update where necessary in light of recent planning reforms

The preparation of a new contributions plan based on a s94 approach is under-way. Commenced drafting contributions plan, compiling and validating data, formed a working group to resolve issues and undertaking research into open space and other issues for the drafting of the plan. New draft plan is aimed to be reported to Council before the end 2014.

On Track

10.P.4 Establish and monitor strategic partnerships for change

Major Programs

Progress To Date

Status

Local and regional partnerships

Strengthen local and regional partnerships through consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community.

The City held a range of forums, City Talks and Roundtables including the Renewable Cities Forum and a City Conversation on "Renewable Cities", the City Switch Cafe Series and National Awards and the Better Buildings Partnership Reportback. David Suzuki featured at a City Talk, and a briefing on the Advanced Waste Treatment Plan was held along with a Roundtable with NSW Police, a Forum with local Chambers of Commerce and a Safe City Summit.

On Track

International partnerships and sister cities

Utilise international partnerships programs to facilitate knowledge exchange and ensure the City benefits from the best and most current knowledge and processes to improve outcomes for the community and the area.

The City continues to promote information exchanges with international cities, hosting delegations and meetings with consular staff. The City participated in the China International Fair for Trade in Services (CIFTIS) during 28 May – 1 June 2014 in Beijing as part of a NSW Government led and funded trade mission designed to promote Sydney's creative, design and digital growth sectors in a priority market. The mission involved other NSW government, industry and education partners including: Destination NSW, the University of Technology (UTS) Sydney, the Australian Institute of Architects (NSW Branch) and Screen NSW. The NSW industry promotion event held as part of CIFTIS attracted over 200 guests, including media.

On Track

State and national partnerships

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

The City has continued its involvement in the Council of Capital City Lord Mayors, participating in a meeting of Lord Mayors held in Singapore in June 2014, in conjunction with the World Cities Summit. The meeting and Summit also provided the opportunity to hear from organisations such as Austrade on issues of relevance to the City including international education. The City also participated in the China International Fair for Trade in Services (CIFTIS) during 28 May – 1 June 2014 in Beijing as part of a NSW Government led and funded trade mission designed to promote Sydney's creative, design and digital growth sectors in a priority market. City staff continue to be involved in the NSW Government's Eastern Sydney and Inner West Regional Action Plan.

On Track

10.P.5 Advocate for broader governance reform process.

Major Programs

Progress To Date

Status

Governance Reform

City of Sydney participation in forums at a state and federal level such as the National Urban Policy Forum and the Local Government Review Panel.	The City continues to participate in NSW Government Forums, workshops and Taskforces on the implementation of light rail in the city, the CBD Entertainment Precinct, Local Government Reform, financial sustainability, and the implementation of the NSW Government's Regional Action Plan.	On Track
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Research and assess intergovernmental policy issues and make submissions to NSW State and Federal Government policy matters where appropriate.	The City has continued to make submissions to the State and Federal Government on matters impacting the City, our workers, visitors and residents. Some of those have included submissions on the NSW Government's Crown Lands Legislation White Paper, and the Proposed Protection of the Environment (Waste) Regulation 2014, the Federal Government's Emissions Reduction Fund White Paper and Review of the Renewable Energy Target.	On Track
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10.5.1 Key Performance Indicators

Accountability and transparency

Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	2013/14 Result Q1	2013/14 Result Q2	2013/14 Result Q3	2013/14 Result Q4	2013/14 Result YTD	Comment	Status
GIPAA Formal Access Applications received	No	18	9	-	5	3	11	14	33	The volume of Government Information (Public Access) Act formal applications received from members of the public increased significantly from the previous year with a high proportion of applications being from legal representatives. The Q2 result amends a recording error in the previous report.	Indicator Only
GIPAA Formal Access Applications determined	No.	19	10	-	4	1	12	12	29		Indicator Only
GIPAA Informal Access Requests received	No.	6,184	5,381	-	1,397	1,222	1,396	1,282	5,297	The demand from members of the public for informal access to information continued at a similar rate.	Indicator Only
Subpoenas for information received	No	-	55	-	18	12	12	12	54	The City responded to 54 court orders to produce documents in accordance with subpoena schedules.	Indicator Only
Public Interest disclosures received	No	-	3	-	0	0	0	0	-	No public interest disclosures have been received during the reporting period.	On Track

Complaints Processes

Key Performance Indicator	Unit	2011/12 Result	2012/13 Result	2013/14 Target	2013/14 Result Q1	2013/14 Result Q2	2013/14 Result Q3	2013/14 Result Q4	2013/14 Result YTD	Comment	Status
Complaints upheld regarding code of conduct (measured annually)	No.	-	-	-	-	-	-	0	-	No code of conduct complaints were upheld	Indicator Only
Complaints regarding corruption or maladministration by City staff upheld (measured annually)	No	-	4	-	-	-	-	3	3	This is one less than in the previous year	Indicator Only

Workforce											
Key Performance Indicator	Unit	2011/12	2012/13	2013/14	2013/14 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent (FTE) establishment positions	No	1,830.55	1,869.92	-	1,891.23	1,893.89	1,893.73	1,894.73	1,894.73	Positions approved to meet business needs.	Indicator Only
Vacancy rate (approved FTE positions)	%	8.2	7.41	-	7.3	6.03	6.92	7.17	6.86	The vacancy rate was slightly lower this year.	Indicator Only
Lost time injuries	No	34	35	-	4	10	8	11	33	Lost time Injuries remain fairly stable.	Indicator Only
Staff in formal further education (measured annually)	%	4.9	6.2	5	-	-	-	6.28	6.28	117 staff received support to pursue further education.	On Track
Customer service											
Key Performance Indicator	Unit	2011/12	2012/13	2013/14	2013/14 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Calls received by customer call centres	No	243,286	241,144	-	64,927	62,682	57,855	57,335	242,799	There were a total of 242,799 calls to the call centre in 2013/14, an increase of 0.7% compared to 2012/13.	Indicator Only
Calls answered within 20 seconds	%	81.58	84.19	80	81.41	78.99	81.75	81.3	80.86	The overall result for the year was 80.9% which is in line with the target and indicates balance between providing service and staffing.	On Track
Calls completed at first contact	%	74	79.4	70	79.12	82.06	81.5	80.6	80.82	The performance overall for 2013/14 was 80.82%, a 1.8% increase on 2012/13 and well within target. This further reduced the calls transferred to other business areas by approximately 4,000 calls in comparison to the previous year.	On Track
Customer requests received	No.	91,435	96,771	-	27,147	28,179	31,435	26,719	113,480	The City received a total of 113,480 customer requests through the Pathway corporate system in 2013/14. This represents a 17% increase on 2012/13.	Indicator Only
Customer requests actioned within agreed service standards	%	93.81	91.26	95	86	92	97	94	92.25	The number of customer requests completed within target in 2013/14 was 92%, a minor increase of 1% compared to 2012/13. All areas remained steady.	Watch
Customer satisfaction from Mystery Shopper Survey (overall City of Sydney)	%	84.5	84.5	85	83	86	75	66	77.5	The general face to face performance across the areas assessed was consistent. However,	Watch

result)

there are still some low level inconsistency in regard to telephone call performance, in particular successful call rates and voicemail return performance. Key actions under the Interim Customer Service Strategy are addressing this inconsistency.

11 Business Activities

11.P.1 Parking Stations				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Goulburn Street Parking Station				
Upgrade Parking Station	2014	90	<p>Design for Stage 1 (Elizabeth & Goulburn Street frontages) has been completed and construction contractor appointed. Awaiting approval from RailCorp to undertake work in the rail corridor.</p> <p>Design for Stage 2 (Castlereagh Street) is 50% complete.</p> <p>Stage1 works along Elizabeth & Goulburn Streets include:</p> <p>(a) Reconstruction of asphalt footpath with new asphalt build on rigid base to allow for future granite paving</p> <p>(b) Replacement of concrete kerb approx. 30m with granite kerb</p> <p>(c) Reconstruction of kerb ramps to comply with accessibility standards</p> <p>(d) Reconstruction of driveways in Goulburn Street to meet accessibility standards</p> <p>(e) Replacing the existing concrete jersey kerbs in Elizabeth Street with frangible bollards located at 2.8m centres along the kerb line</p> <p>(f) Planting of one new tree</p> <p>(g) Replacement of Roads and Maritime Services (RMS) traffic signal with multifunction pole with new light and traffic signals.</p> <p>Stage 2 works will be along the Castlereagh Street frontage and will be delivered as part of the Castlereagh Street cycleway project. Works include:</p> <p>a) Installation on new smart poles</p> <p>b) Installation of new traffic signal poles at intersections</p> <p>c) Planting of new trees</p> <p>d) Construction of kerb ramps to meet pedestrian accessibility standards</p> <p>e) New granite kerb and widened footpath</p> <p>f) Installation of new frangible bollards located at 2.8m centre along the new kerb line</p>	On Track
Major Programs		Progress To Date		Status
Improve parking meter performance				
Renew and upgrade parking meters to enable live credit card GPRS technologies, Europay Mastercard and Visa (EMV) compliance, chip technology and tap & go functionality to minimise revenue leakage through fraudulent card activity.	All parking ticket machines have now been upgraded with technology to improve payment processing and to block invalid card types. The Europay Mastercard and Visa (EMV) upgrade program for all Duncan ticket machines was completed in Q2. A purchase order has been issued for the EMV upgrade of the balance of the City's Parkeon ticket machines, with 232 upgrade kits received and awaiting installation. The introduction of new 'tap & go' card functionality has commenced and will continue into 2014/15. During Q4, 184 new or replacement ticket machines were installed, including 78 coin-only machines replaced in Glebe/Ultimo and The Rocks; 13 new ticket machines installed around Wentworth Park and 93 new machines installed in the East Sydney and Surry Hills areas.			On Track

Key Performance Indicators											
Key Performance Indicator	Unit	2011/12	2012/13	2013/14	2013/14 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Occupancy Rate of Goulburn Parking Station	%	71.4	71.58	70	72.8	75.1	78.9	80.9	76.93	A new and simplified rate structure for 2013/14 has generated substantial improvements in both occupancy and revenue. Increased activity at the south end of the CBD and Capitol Theatre performances have been the major contributors to improved parking occupancy.	On Track
Occupancy Rate of Kings Cross Parking Station	%	65.19	65.55	70	52.1	52.7	52.2	52.9	52.48	Although occupancy has dropped and remains low due to changed venue operating hours and negative publicity in Kings Cross, the recently simplified parking rate structure has enabled the retention of steady revenues through 2013/14.	Watch