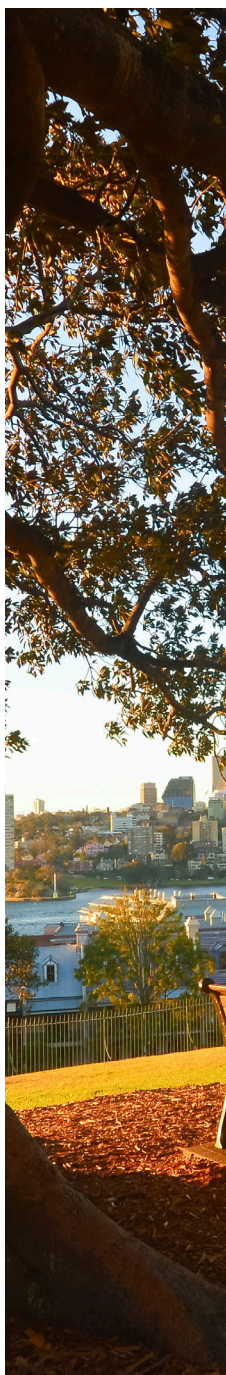
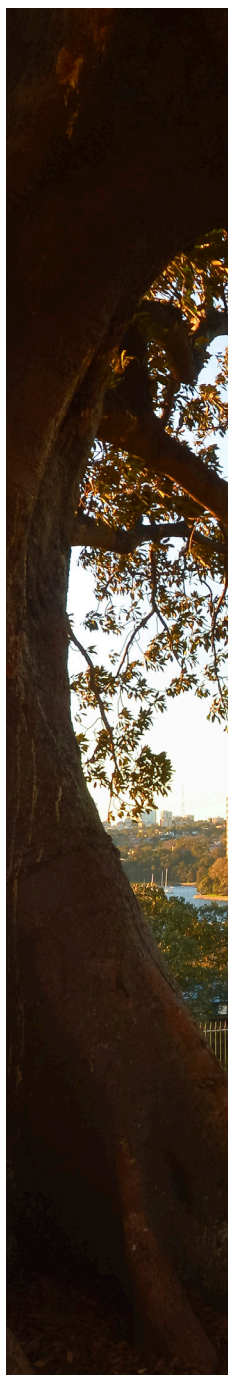


2014-15



# City of Sydney – Operational 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.

## 1.1 Plans are in place to accommodate growth and change in the City Centre and other key economic areas.

| Major Projects   | Completion Date | % Complete | Progress To Date  | Status          |
|--|-----------------|------------|---|-----------------|
| <b>City Planning</b>   |                 |            |   |                 |
| Conduct a review of the planning controls for Central Sydney to ensure adequate capacity for jobs growth.  | 2015            | 70         | We are on track to report the Central Sydney Planning Strategy to Council and Central Sydney Planning Committee by the end of 2015. A number of background reports and papers have been completed, including, Capacity Study, Tenant and Investor Study, numerous urban design work including sky view analysis, no further overshadowing, physical capacity, special character area review, and view analysis. Additional research and background analysis is being carried out on population, workforce and transport numbers in a historical, current capacity and projected scenarios. This additional information is to ensure the draft Strategy is robust, and well informed.  | <b>On Track</b> |
| 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. | 2014            | 100        | <p>In June 2014 Council adopted the Employment Lands Strategy and approved for public exhibition draft planning controls for the employment lands. Council also approved the preparation and public exhibition of a draft affordable housing program.</p> <p>The draft controls and draft affordable housing program were publicly exhibited from November to December 2014. Following consideration of over 60 submissions Council and the Central Sydney Planning Committee adopted new planning controls in March 2015, including:</p> <ul style="list-style-type: none"> <li>• a planning proposal to amend the Sydney Local Environmental Plan 2012</li> <li>• an amendment to the Sydney Development Control Plan 2012</li> <li>• the Employment Lands Affordable Housing Program.</li> </ul> <p>On 12 June 2015 the new planning controls came into force.</p> | <b>Complete</b> |

| Major Programs   | Progress To Date   | Status          |
|--|--|-----------------|
| <b>City Development</b>  |  |                 |
| Ongoing liaison with Barangaroo to ensure there are lively waterfront parks, continuous foreshore access, cafes, culture, entertainment, social inclusion, community buildings and integration with surrounding areas. | <p>The City has provide comments to Barangaroo Delivery Authority and Lend Lease on the proposed foreshore treatment adjacent to Barangaroo South and Central. The City made a submission to the Barangaroo Central EO1 process which called for civic and cultural uses.</p> <p>The Headland Park Integration Works are being completed for the opening of the Headland Park late July 2015. These Integration Works formed part of the program of works under the City's Harbour North public domain upgrades and have been delivered as part of the contract for Headland Park. Other projects under design development or construction under this program are: Gas Lane upgrade (due for completion July 2015), Kent St underpass (design recently approved by Council), Argyle St upgrade (awaiting DA approval).</p> | <b>On Track</b> |

City officers have provided input to Lend Lease Retail about the proposed activation of the waterfront in Stage 1A of Barangaroo South while the permanent retail/restaurants are under construction.

## 1.2 Globally competitive clusters and networks are strong, innovative and continue to grow.

| Major Programs  | Progress To Date  | Status          |
|---|---|-----------------|
| <b>Information and research</b>   |   |                 |
| Analyse and report the data from the 2012 Floor Space and Employment Survey including publishing reports for key industry and economic sectors in the city economy. | <p>The data from the 2012 Floor Space &amp; Employment Survey (FES) continues to provide information for the community. In the past twelve months the City has made the findings available to external stakeholders including Planning NSW, Transport NSW, Urban Growth, Barangaroo Development Authority, Glebe Chamber of Commerce, Potts Point Partnership, Darlinghurst Business Partnership and Pyrmont Chamber of Commerce. Data has also been used by research organisations to inform sample design for surveys and by internal stakeholders to inform strategic planning.</p> <p>In 2014/15, the City's FES related web pages had received 4,710 page views (average 91 per week) and 554 downloads of available reports and data specific to the FES.</p> | <b>On Track</b> |
| Provide dialogue about demographic, business and economic development information to existing businesses through representative groups of local business precincts. | <p>The City of Sydney website business pages have been updated to include an extensive range of information about local economies across ten precincts. This includes demographic, business and economic development information. The link to the information has been included in the June City Business e News and disseminated to business chambers through the Business Precincts Team.</p> <p>The City is working on designing a range of complementary collateral entitled "Local Area Profiles" that include a summary of the website information and which will be useful for staff when visiting existing precinct based business operators.</p>   | <b>On Track</b> |
| <b>Networks and connections</b>   |   |                 |
| Collaborate with partners and support the establishment of creative, digital and financial innovation precincts   | The City continues to work with the University of Technology, Sydney (UTS) and industry partners to support their efforts to create an innovation precinct. In conjunction with Microsoft and the NSW Government, UTS launched Intersection, Sydney's digital creative hub in November 2014. It aims to grow jobs in Australia's start-up sector and keep great Australian talent and ideas here at home. UTS launched "The Hatchery Pre-Incubator" in February, designed to give students the start-up skills they need to be the entrepreneurs of the future. The City of Sydney is a key partner of UTS through our memorandum of understanding.   | <b>On Track</b> |
| Support networking events, forums and seminars to foster business to business engagement and peer learning.   | The City continued to host relevant business forums to a cross section of our business community. In the past year this has included our sponsorship of the Sydney China Business Forum run by the China Studies Centre at the University of Sydney, a series of very successful business 101 seminars and an event involving our key stakeholders to help develop a program of activations during the construction of the Light Rail.  | <b>On Track</b> |
| Provide support for the Retail Advisory Panel established to provide strategic advice on city-wide issues and opportunities faced by the sector.                    | The Retail Advisory Panel met 4 times within the financial year. The Panel provided advice on Christmas engagement and activations, provided feedback on the draft Visitor Accommodation Action Plan and other planning policies in development and have been involved in helping frame a targeted activation campaign being developed by Transport for NSW during the construction of Light Rail.  | <b>On Track</b> |
| <b>Knowledge Exchange</b>   |   |                 |
| Continue actions around the Council of Capital City Lord Mayors, C40 Cities, participation in other global/national networks, international visits etc.             | City staff attended meetings of the Nation Local Government Drug and Alcohol Committee throughout the year and participated in a range of workshops organised by the Council of Capital City Lord Mayors on issues including addressing homelessness, Environmental Upgrade Agreements and the Emissions Reduction Fund. The City continues to engage in activities with C40, including leading the C40 Private Sector Buildings Energy Efficiency Network with Tokyo.  | <b>On Track</b> |

## Support for Business

Work with local businesses and the community to develop priority precincts including Oxford Street

The City continues 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:

**On Track**

Oxford St - the City continues to engage with key stakeholders in the precinct including members of the Oxford Street Creative Precinct Network (known as East Sydney Creative), Surry Hills Creative Precinct and the Paddington and Darlinghurst Business Partnerships to ensure opportunities for engagement, collaboration and learning.

Short term creative tenants currently occupy four City owned retail spaces along Oxford Street, which would otherwise be vacant awaiting tenancy, capital works or redevelopment. Four retail and 14 office spaces on Oxford Street are occupied under the Creative Spaces program, bringing unique activity to the area whilst nurturing emerging creative enterprise. Development of Foley Street continues with upgrade of surfaces and new retail tenancies nearing completion in what were once underutilised basements.

The economic and cultural impact surveys reveal that an estimated \$2.29 million has been spent on local goods and services by tenants of these programs since April 2012 and more than 109,095 people have visited the spaces. On average each quarter 164 artists and creative practitioners worked or were showcased in the spaces. Enhancing the precinct's reputation as a creative neighbourhood, the City supported short-term tenants, The Design Residency, to co-ordinate a showcase event of creative/arts retail businesses in the Riley-Bourke Street area, producing a map of locations to visit.

William St – seven creative tenants continue to occupy subsidised City spaces alongside HUB Sydney, a commercial co-working business. Object: Australian Centre for Design now occupy three long-term vacant properties at Ground Floor street level, bringing the William Street Creative Hub to full occupancy, anchored by this key cultural organisation.

The Creative Live/Work Space program continues in William Street, with 8 artists in residence occupying 6 apartments for a 12 month subsidised lease. Artists from the first Live/Work tenancy vacated in May 2015, with a legacy of success including awards, new collaborations, and new avenues for commercialisation.

Creative tenants from the Short Term Creative Tenancy Program, Accommodation Grants Program, Creative Live/Work Space Program and William Street Creative Hub generated opportunities for public visitation to the area by participating in events such as Sydney Open in November 2014 and Art Month 'Art at Night: East Sydney' in March 2015. Visitation was more than 2,500 for these events which enabled visitors to view artists' work and be immersed in the creative culture of the neighbourhood.

## City Planning

Review current controls to ensure they support existing clusters of activity and encourage the growth of new clusters.

We continue to invest in public domain infrastructure and work closely with relevant stakeholders to support sector and innovation clusters. The City also continues to advocate for wider government support for these clusters.

**On Track**

### 1.3 Sydney maintains its position as a global city.

| Major Projects  | Completion Date | % Complete | Progress To Date  | Status          |
|---|-----------------|------------|---|-----------------|
| <b>Economy</b>  |                 |            |   |                 |
| 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, | 2016            | 75         | Since the adoption of the Economic Development Strategy in December 2013, work has continued on actions plans for a number of our key economic sectors or themes including International Education, Tech Startups, Connections with Asia, | <b>On Track</b> |



| Develop an action plan setting out the City's commitment to international education as a priority sector of the Economic Development Strategy.   | 2015  | 75 | The preparation of a draft International Education Action Plan is nearing completion.             | On Track |
|--|---|----|---|----------|
| Creation of an Action Plan to support the development of entrepreneurs; a cross-cutting theme of the Economic Development Strategy.  | 2015  | 80 | A draft action plan to support Tech Startups has been developed and will be presented to Council. | Watch    |
| Major Programs   | Progress To Date  |    |   | Status   |
| Economy  |   |    |   |          |
| Implement the OPEN Sydney strategy, a long term and wide reaching strategy and action plan for Sydney's night time economy   | Work on OPEN Sydney is progressing well.<br><br>During this year, the innovative food truck program grew to 20 operating trucks, with another 15 approved and in various stages of build. There were 33 recorded media articles and 22,099 new Sydney Food Truck App downloads (with 109,771 total downloads since 2012). The food trucks also united to create the Australian Food Truck Association.<br><br>This year also saw the implementation of actions under the Sydney CBD Entertainment Precinct Plan, which was announced by NSW Premier in early 2014 to create a safer late night economy. The Plan comprised 1.30am lockouts, 3am last drinks and a Plan of Management which included a broad range of measures that were delivered by the City.<br><br>A successful trial of the Safe Space and Take Kare Ambassador program resulted in Council funding the program for a further 3 years. An initiative of the Thomas Kelly Youth Foundation and operated by The Salvation Army, the program has assisted over 4,000 vulnerable people in the city late at night to get home safely. The program operates year round from 10pm to 4am each Friday and Saturday night out of Sydney Square, next to Town Hall and Bayswater Road at Kings Cross.<br><br>The Late Night Management Areas Research was conducted in March 2015 with pedestrian counts, observation surveys and intercept surveys undertaken in the city's late night entertainment precincts and our village main streets. Licenced premises and Bureau of Crime Statistics and Research data was also incorporated into the research for the first time, the results of which will be available in late 2015.<br><br>At the end of the year 65%, or 162, of the 251 actions contained in the OPEN Sydney Strategy have either been completed or commenced. |    |   | On Track |
| Implement priority actions arising from the plan to increase engagement with Asia including: a Chinese New Year business event and support for the Sydney University Sydney China Business Forum 2014. | Over the past year, key activities and programs around the City's international engagement on economic issues have included:<br><br>- In September 2014, the City hosted the China Partnerships Forum highlighting Sydney's connections with China, which included key findings from the Lord Mayor's business and cultural mission in May 2014. The Forum included a panel comprised of the Australian Institute of Architects; Destination NSW; Business Events Sydney; Asialink; NSW Trade & Investment; and UTS. The panel stressed the need for long-term strategic partnerships between all levels of industry and government in NSW as an important way to successfully engage with China and mutually benefit our communities.<br><br>- In February 2015, the City hosted the Future Asia Business luncheon in Town Hall as part of the City's ongoing commitment to support the business community and deepen commercial connections with Asia. Bruce Gosper, CEO Austrade, delivered the keynote address focused on Free Trade Agreements with China, Japan and South Korea.  |    |   | On Track |



123 guests attended from wide cross-section of business community, industry, education and government. 11 media organisations were also present.

- In February 2015, Council approved sponsorship for the China Australia Millennial Project which brought together 200 young innovators aged 18 to 35 from across China and Australia who participated in a five-day innovation incubator during the Vivid Ideas Festival from 1 to 5 June 2015.

- In April 2015, Council approved a 3-year sponsorship of the Sydney China Business Forum delivered by the University of Sydney's China Studies Centre. The Forum has become one of the leading business and academic events in Australia focusing on deepening the connections between Sydney and China. The Forum is designed to strengthen economic development and increase the awareness of the latest trends, issues and opportunities in one of Asia's most lucrative, rapidly evolving and complex markets.

- On 3 June 2015, the City hosted a Courtesy Call and Economic Briefing with the Vice Mayor of the Guangzhou Municipal Government in order to plan for the 30th anniversary with our sister city Guangzhou in 2016.

- On 29 June 2015, Council endorsed a Lord Mayor's Minute proposing a three to five day program of civic, economic, cultural, environmental and other events in Guangzhou during mid-2016. In April, May and June 2015, initial consultation meetings took place with a range of partners, including the Chinese Consulate General in Sydney, the NSW Department of Premier and Cabinet, the NSW Department of Trade and Investment, the Department of Foreign Affairs and Trade, the Australian Trade Commission, the Australia China Business Council, Study NSW, Arts NSW, Destination NSW and Business Events Sydney.

Implement priority projects and programs from the International Education Action Plan including: publication of a guide for international students; an annual welcome event for international students hosted by the Lord Mayor; the creation of work opportunities through an internship program; and conduct a pilot program

Key activities delivered as part of the International Education Action Plan in the previous year include:

**On Track**

- In March 2015 the City hosted the Welcome to International Students. Almost 1,200 international students attended the event in Town Hall. Organised by the University of Technology, Sydney, University of New South Wales, University of Sydney, StudyNSW and TAFE with support from the City, the annual celebration hosts students from different disciplines and institutions across Sydney.

- In December 2014, the City was successful in its application for matched funding from the StudyNSW Project Partner Grants. The funding enabled the employment of 5, one day a week, 12 week paid internship opportunities for international students to work at the City of Sydney.

- In January 2015 more than 25,000 copies of the 2015 International Student Guide were distributed to over 75 educational institutions. Coinciding with the new guide and peak intake period for international students, the multi-lingual 'Welcome to Sydney' campaign was rolled out again with a call to action to download the 2015 International Student Guide being placed in bus shelters across the LGA.

- In March 2015, the International Education Provider e-newsletter was launched. The initial mailing list consisted of over 200 subscribers and over 45% of these subscribers have shared the link and passed the e-newsletter on.

- In January 2015, a pilot social feed 'What's it like to Study in Sydney' was launched to encourage International Student Leadership and Ambassador participants who received in-house social media training to share their experiences of living, working, playing and studying in Sydney to promote Sydney as an education destination to the world. The feed has also enabled the students to showcase their involvement in the Asian Football Cup and Cricket World Cup sporting events for which the City provided value-in-kind support.

Implement priority projects and programs from the Retail Action Plan including: programs to help retailers connect with business and leisure visitor markets; ongoing engagement with retailers related to the introduction of light rail and a pedestrianised George Street including during and post-construction; leverage the City's support for fashion events such as Australian Fashion Week, Vogue Fashion Night Out and Mercedes Benz Fashion Festival Sydney; reinvigorate

The City continues to implement actions identified in the adopted Retail Action Plan.

**On Track**

Key activities in the past year include:

- a 12 month pilot program of retail activations in Pitt Street Mall to support events and encourage increased footfall in and around our core retail precinct. Between September 2014 and June 2015, 8 events have been held as part of the program. It will be evaluated at its conclusion.

the city as a destination for Christmas; and support the development of village retail through targeted programs and business engagement.

- Christmas 2014 was the City's most successful yet and included strong media campaigns with our partners Channel 7 and 2DayFM, over 2000 street banners across the city, citylights in the CBD and villages, interactive JCDecaux posters in key shopping hubs, exclusive competitions with extensive online and social media campaigns. The hashtag #sydxmas generated dynamic content from the public that was used throughout our digital channels. Through a content partnership with Time Out, the City curated over 100+ Christmas events in a mini magazine that was a tip-on to their December issue and distributed throughout the City. All 100+ events also featured on the Time Out site and Sydney Christmas site, providing multiple reasons for people to come into Sydney over the festive season. The Lego Christmas Tree which the City presented in partnership with Westfield in Pitt Street Mall contributed to the success of the Christmas campaign. It attracted thousands of people into the city for Christmas and it was the City's best performing Facebook post ever reaching over 11.5 million people with 2.8 million+ views worldwide.

- In February 2015, the City successfully engaged with a large number of retailers, shopping centres and luxury brands in promoting activations around Chinese New Year. Retail engagement around Chinese New Year continues to increase in recognition of the New Year period having an important retail component.

Implement pilot projects arising from the Action Plan to support entrepreneurs including: delivery of Start-ups 101 seminars, support for networking events, and support for mentoring programs.

Key activities to support Tech Startups have included:

**On Track**

- In February 2015, Council resolved to sponsor Springboard Enterprises Australia and become a patron sponsor. Springboard's Accelerator Program continues to be an important education, networking and mentorship resource for women-led businesses seeking equity investments and strategic partnerships for product development and expansion. The sponsorship will allow Springboard to profile Sydney's entrepreneurial community to a large delegation of international visitors, predominantly from the United States, comprising venture capitalists, angel and corporate investors, business and government executives in 2015.

- In October 2014, Council resolved to sponsor CeBIT for a 3 year period. CeBIT Australia, a major Information Communications Technology (ICT) business event has been held annually in Sydney for the last 13 years. The business event is focused on the use of technology to improve business productivity and has increasingly become a platform for international trade and business negotiations.

- In March 2015, the City hosted a Tech Startup 101 seminar that was attended by almost 100 potential tech startups to hear from industry experts.

Through the City's sponsorship programs, provide support to secure and deliver major creative events in Sydney.

Program on track. See commentary under section Business Capacity Building 7.3.2 of this report, program "Through the Commercial Creative Events Sponsorship Program, secure and support major events that deliver creative and economic outcomes for the City."

**On Track**

## Safety

Prepare and update a 3 year Safe City Strategy to decrease crime and improve perceptions of safety

The draft Safe City Strategy is nearing completion. Its aim is to increase actual and perceived safety as well as strengthen communities and social inclusion. The Safe City Strategy is informed through research with residents, business, visitors and workers as well as key stakeholders including NSW Police, NSW Ministry of Health, Family and Community Services, universities, business and the Non-Government Sector.

**On Track**

The Safe City Strategy will include a range of indicators to provide evidence to demonstrate:

- improved perceptions of safety,
- enhanced safety and amenity
- Improved awareness and access to resources.
- A more engaged community and socially inclusive community

In 2014/15, the City hosted a number of community events aimed at activating public spaces, connecting neighbourhoods and encouraging a sense of community guardianship over public places as well as raising awareness about violence against women, drug and alcohol impacts, international student safety and crime prevention.

Support police to rapidly assess and respond to situations through 24 hour monitoring of street activities and provision of CCTV footage.

The Street Safety Camera Program assisted in the management of 1,383 incidents between April and June 2015, bringing the total number of incidents managed for the year to 4,796.

**On Track**

|   |   |                 |
|---|---|-----------------|
|   | <p>The City received 349 applications for footage between April and June 2015, bringing the total number of applications for the year to 1,369.</p> <p>The City released 226 items of footage between April and June 2015, bringing the total number of items released for the year to 850.</p>   |                 |
| Work with the community to build capacity to respond to and recover from emergencies.   | 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 Committee has reviewed the risks relevant to the local government area and commenced consultation with relevant agencies to complete the risk assessment and identify mitigating strategies. The risk assessment is due for completion by March 2016.   | <b>On Track</b> |
| Develop and implement emergency management plans for all Council community facilities and properties  | <p>The City provided over 160 training and evacuation exercises for services in Council properties. These exercises are designed to ensure staff and customers are evacuated safely in the event of a building emergency.</p> <p>The City commenced a security and emergency awareness training program to ensure all staff are aware of their responsibilities in keeping our properties safe and secure, and to assist staff in responding appropriately to emergency situations. Over 1200 staff have completed the program.</p>   | <b>On Track</b> |
| <b>Business Regulatory Environment</b>  |   |                 |
| Encourage businesses within the City to improve sustainable outcomes and reward best practice through awards and recognition programs. Provide ongoing support to businesses through skills development programs including the City's regulatory and approvals processes. | The City continued its business programs throughout the period including the City's 101 business assistance seminars, China Connect forums and CitySwitch and Better Business Partnerships. These are planned to be ongoing, with some changes to the program timings and frequency. 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. The City now has its own region in the awards program 'The Sydney City Regional Awards' which is underway with great engagement and uptake by businesses to date. | <b>On Track</b> |
| <b>Partnerships</b>   |   |                 |
| Encourage business within the City to improve sustainable outcomes and reward best practice through awards and recognition programs.  | The City continues to deliver the CitySwitch Green Office program, Better Business Partnership program and Environmental Finance Service and Smart Green Business program to support businesses in improving environmental outcomes. Detailed analysis of these programs can be found under section 2.4.1 of this report.   | <b>On Track</b> |
| <b>International Recognition</b>  |   |                 |
| Deliver and contribute to the recognition of Sydney internationally by marketing, NYE international broadcasts, recognition programs, connectivity whether virtual or physical.   | <p>International positioning greatly enhanced with collaborations with Tourism Australia particularly through Art &amp; About - major global photography competition conducted through instagram in association with Art &amp; About and content sharing through Sydney New Year's Eve.</p> <p>Marketing of Sydney as a global city through delegation to Beijing and distribution of multi-lingual materials positioning Sydney as a leader in creative industries, education, environmental sustainability, tourism and economic development.</p>   | <b>On Track</b> |
| <b>1.4 Sydney's tourism infrastructure, assets and brand contribute to its role as a global visitor destination.</b>  |   |                 |
| <b>Major Programs</b>   | <b>Progress To Date</b>   | <b>Status</b>   |
| <b>Major events</b>   |   |                 |
| Deliver Sydney New Year's Eve celebrations as part of increasing awareness of Sydney as a tourist destination.  | 2014 Sydney New Year's Eve was a safe and fun event with well over a million people gathering around the harbour to see in the New Year. Feedback and media coverage was overwhelmingly positive with some referring to the event as the "best ever".   | <b>On Track</b> |

The eve saw the lowest incidence of anti-social behaviour and arrests in many years. Police praised Sydneysiders and visitors for their behaviour and Sydney showed how we can come together as a community in spite of the difficulties of the year.

The TV broadcast received very strong ratings with the best average audience in the last four years and a peak audience at midnight of more than 2.5 million. The Telstra Online Broadcast experienced a fourfold increase in average viewing time.

Access and inclusion was again a focus with disability awareness training, live audio description, AUSLAN interpretation, an info-sheet for front line staff, guest transfers, step-free maps, a dedicated web page and a dedicated access officer.

During the last quarter development of the 2015 event was the focus, with the theme and major event elements finalised. Major procurements for the next event were commenced to secure event infrastructure, electrical services and pylon projections for the next three to five years.

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|---|---|-----------------|
| Deliver the Christmas in the City program as a celebration of Sydney Christmas. | <p>2014 event audiences reached capacity with approximately 7,300 for the Martin Place Children's Concert &amp; Tree Lighting Celebration and tree viewing area in Stage 1 of Martin Place. The Hyde Park Christmas on the Green attracted approximately 1,000 people. The popular Village Christmas Concerts were held in Rushcutters Bay, Rosebery, Alexandria and Surry Hills. The Surry Hills concert was cancelled due to heavy rainfall late in the afternoon. All other concerts took place.</p> <p>New elements in the 2014 program included:</p> <ul style="list-style-type: none"> <li>- A new Creative Direction driving all elements of the City's Christmas offering</li> <li>- New artwork incorporating a colourful stylized image of a Christmas tree</li> <li>- The inaugural Sydney Christmas Ambassador, Melissa Doyle</li> <li>- A Sydney Christmas Launch Event to engage with the retail sector and attract potential sponsors</li> <li>- The Christmas Light Forest installation in Pitt Street Mall</li> <li>- Expansion of the City's large scale projection program with a 3 minute animated light and sound projection show on the Bally and Country Road buildings at the corner of Pitt and King Streets using PIGI technology</li> <li>- Twenty three reflective street banners replacing pole decorations in Martin Place, titled 'Street Light Disco'</li> <li>- Expanded choir program featuring nightly choirs at the Martin Place Christmas Tree from 1-20 December</li> <li>- New interactivity at the Martin Place Tree allowing the public to change the colour of the lights on the tree decorations using the touch pad kiosk</li> <li>- A location specific hashtag (#sydxmastree) allowing 'selfies' to appear on the Martin Place Tree screen</li> <li>- Engagement with Westfield as sponsors and facilitation of an agreement between Lego and Westfield to activate Pitt Street Mall with a Lego Christmas Tree. The City's Facebook page was viewed 22.4M times with the Lego tree time lapse video receiving 7.6M views. Feedback from Westfield's was extremely positive.</li> <li>- The diversion of the bicycle propelled sleigh to pass through Pitt Street Mall on its return to Town Hall after the lighting of the Christmas tree in Martin Place. This new spectacle was enjoyed by thousands of people.</li> </ul> | <b>On Track</b> |
| Deliver Christmas infrastructure Program.                                       | <p>The City's Christmas 2014 included the installation of trees and decorations, projections and activations throughout the CBD and Villages. The trees and decorations included trees at Martin Place, Customs House Square, Hyde Park, St Mary's Cathedral Forecourt, Union Square, Kings Cross and Taylor Square; as well as star pole decorations located on smartpoles along Redfern Street, Erskineville Road, Crown Street, Darlinghurst Road and Glebe Point Road. The Martin Place tree included a LED ribbon for messages, a LED display screen, interactive dance floor and kiosk for the interactive LED star decorations. The 2014 projections were on Sydney Town Hall (George St façade) and on the Country Road and Bally buildings at the Pitt and King Street intersection. For 2014 the Christmas Activations included the Light Forest suspended above Pitt Street Mall including 24 suspended tree shapes lit with LEDs and interactive with the "Light Forest" interactive app, as well the Disco Light banners located within Martin Place.</p>  | <b>On Track</b> |

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| <p>Deliver the Chinese New Year Festival and Lunar New Year.</p>   | <p>The 2015 Festival program consisted of over 80 events. Events produced by City of Sydney included the Festival Launch and the Lanterns of the Terracotta Warriors at Hickson Road Reserve, Dawes Point; the Twilight Parade from Town Hall to Cockle Bay; the Dragon Boat Races at Cockle Bay; and Lunar Feasts, a program of special meal offers presented by 28 participating restaurants for the Lunar Feasts program.</p> <p>Celebrating the Year of the Sheep, the 2015 Festival showcased various groups from China with the assistance of the Ministry of Culture. This was the 9th year an official delegation has been involved in the Festival with the support of the Ministry of Culture and Consul General of the People's Republic of China.</p> <p>The 2015 Chinese New Year Festival Charity Partner was Barnardos Australia.</p> <p>The Lanterns of the Terracotta Warriors installation were in Australia for the first time as part of the festival. Created by Chinese artist Xia Nan for the Beijing Olympic Games in 2008, these 90 lanterns stood 2.1 metre high and were illuminated against the backdrop of Sydney Harbour.</p> <p>The City hosted a reception prior to the Parade for the official guests including representatives from Ministry of Culture, People's Republic of China, Embassy of the People's Republic of China in Australia and the Consulate-General of the People's Republic of China in Sydney prior to the Parade.</p> <p>The 2015 parade featured 74 entries comprising local community groups and organisations, City of Sydney produced floats and entries, sponsor groups, an entry from our Charity Partner and overseas groups. In all, there were almost 3,000 performers in the Parade accompanied by 32 floats and decorated vehicles and 12 illuminated zodiac inflatables.</p> <p>The Festivals Associated Event Program had 87 events produced by 45 Associated Event Partners over 16 days. The program consisted of 8 food events, 20 entertainments, 11 exhibitions, 38 talks and workshops and 10 tours.</p> <p>Planning for the 2016 Festival has progressed with the appointment of the new Chinese New Year Advisory Panel and the Curator for the 2016 Festival.</p> <p>The format of the 2016 Festival has been approved with the new Lunar Lanterns taking the place of the Twilight Parade as the signature event produced by the City of Sydney. The Lunar Lanterns event will include a number of artist designed Zodiac Lanterns installed in key locations throughout the City.</p> | <p>On Track</p> |
| <p>Deliver Art &amp; About Sydney as a significant local and international program of public domain activity year-round.</p> | <p>2014/15 marked the 13th year the City produced Art &amp; About Sydney and this year the festival explored the theme of 'Endangered', with local and international artists bringing their unique response to our city streets and public spaces.</p> <p>There were 174 Expressions of interest received with 15 percent of applications (26) from overseas artists. Eight artist groups were selected to participate in the 2014 program. Two international submissions were short listed with one international group being selected for inclusion.</p> <p>A new online photography competition titled Australian Life in partnership with Tourism Australia attracted 30,000 online images.</p> <p>Eight public spaces were brought to life hosting multiple events including Martin Place, Hyde Park North and South, Sandringham Gardens, Pitt Street Mall, Customs House Forecourt. A number of other spaces were activated including the Rex Centre Kings Cross and 107 Redfern Street and their respective neighbourhoods. 20 residences hosted theatrical performances by Rock Surfer's Theatre Company in their lounge rooms.</p> <p>The Art and About annual program produced two works outside of the traditional September - October festival period including Blackmarket and Top Five Feet. These works were presented at Kings Cross and Paddington Reservoir Gardens in April and June 2015 respectively.</p>  | <p>On Track</p> |

The Expression of Interest (EOI) for Art and About 2016 was released 17 January and closed 17 March. A new online form format for the EOI was utilised this round which attracted 335 submissions. This represented a 90 per cent increase from 2014 and a 188 per cent increase from 2013.

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| Work with the State Government on initiatives to promote Sydney, and with Business Events Sydney to attract international conferences to Sydney.   | <p>The City's support for Business Events Sydney continues.</p> <p>The City's partnership with Business Events Sydney was driven by the need to mitigate the effects of the closure of the Sydney Convention and Exhibition Centre. It responded to concerns from the accommodation sector who rely on business visitors as a key source of room night revenue. As at 30 April 2015, this investment has assisted in the securing of 24 events that will deliver an estimated economic impact of \$71 million and attract delegates who will spend approximately 79,250 days in Sydney. For these events, the City's contribution has generated an economic return of approximately \$90 for every \$1 spent.</p> <p>On 29 June Council unanimously resolved to enter into another partnership with Business Events Sydney and invest a total of \$1.5 million across financial years 2015/16 – 2019/20 to assist in securing business events for Sydney that will take place during the years 2017 - 2021.</p> <p>Council also resolved to allocate the balance of funds remaining from the current partnership with Business Events Sydney as at December 2016 be retained by Business Events Sydney and used to secure events that will take place during the years 2017 - 2021.</p> | <b>On Track</b> |
| Partner with the State Government to implement a master events calendar and provide support for events and festivals supported by Destination NSW.   | Continue to collaborate with Destination NSW on major events and marketing of Sydney as a primary travel destination for interstate and international visitors. Collaboration includes musical theatre - Matilda; Vivid Sydney; participation in Love Every Second in Summer and Love Every Second in Winter - Destination NSW's 2 primary destination marketing campaigns and collaboration to develop a program of support for business during the upcoming light rail construction project.  | <b>On Track</b> |
| 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 2014/15 the City supported a number of significant festivals and events to the total value of \$4,974,560 in cash and value in kind. This support included festivals and events such as the Yabun Festival 2015, the Sydney Festival 2015, Sydney Gay and Lesbian Mardi Gras 2015, Vivid Sydney 2015, Sydney Writers' Festival 2015 and Corroboree 2014, an Aboriginal and Torres Strait Islander art festival.  | <b>On Track</b> |
| <b>Visitor Experience</b>  |   |                 |
| Continue to deliver Visitor Information Services to promote Sydney attractions and events and assist visitor orientation and movement around the city.   | <p>There were 28,767 visitors to the Tourism Kiosks in 2014/15, a 9% increase compared to the previous year.</p> <p>Visits to the Circular Quay kiosk increased by 9%, and can be attributed to an increase in cruise related tourism. Visits to Town Hall kiosk increased by 25% with most requests related to directional enquiries.</p> <p>The Meet &amp; Greet volunteers met with 37 international ships and assisted more than 5,000 passengers during the Cruise Ship season. Once again the overall feedback has been positive. In March 2015, the Overseas Passenger Terminal opened up its remodelled terminal at Circular Quay. The City continued to provide the Meet and Greet service at White Bay.</p>   | <b>On Track</b> |
| Implement priority actions from the Tourism Action Plan including: supporting actions to facilitate hotel supply; engaging with the NSW Government on the redevelopment of the Sydney International Convention Centre; supporting the expansion and optimisation of the cruise ship passenger market; partnering with Business Events Sydney to secure conferences and business events for Sydney. | <p>Actions in the Tourism Action Plan continued to be implemented.</p> <p>Key activities for the year include:</p> <ul style="list-style-type: none"> <li>- Finalising a research project about the Sydney cruise ship industry, passengers and crew in partnership with Destination NSW, Cruise Down Under, Port Authority of NSW (formerly Sydney Ports Corporation) and Tourism Australia. The research has provided demographic profile, travel and spending behaviour of cruise ship passengers and crew, as well as aspects of satisfaction and those in need of improvement. The research will continue to inform the City's activities and role in leveraging the cruise industry for the benefit of our local business and economy.</li> </ul>   | <b>On Track</b> |

- In December 2014, Council resolved to sponsor Matilda The Musical through an agreement entered into with Destination NSW. High-profile musicals have the potential to attract audiences from regional NSW, interstate and from overseas. The City's hospitality, tourism and retail businesses in particular are beneficiaries of these events.

- In June 2015, Council adopted the Visitor Accommodation Action Plan following an exhibition period and engagement with the accommodation sector. The Plan sets out how the City can best encourage more visitor accommodation including affordable hotels and serviced apartments as they are increasingly in demand, monitor supply and demand, and continually engage with industry.

| 1.S.1 Key Performance Indicators   |      |         |         |         |    |                |         |         |         |  |                |
|--|------|---------|---------|---------|----|----------------|---------|---------|---------|--|----------------|
| Brand Sydney   |      |         |         |         |    |                |         |         |         |  |                |
| Key Performance Indicator  | Unit | 2012/13 | 2013/14 | 2014/15 | Q1 | 2014/15 Result |         |         |         | Comment  | Status         |
|  |      | Result  | Result  | Target  |    | Q2             | Q3      | Q4      | YTD     |  |                |
| Percentage of the population using the City after 6pm aged >40 years old (measured bi-annually)          | %    | -       | 17      | -       | -  | 0              | -       | 14      | 14      | Findings are from the Intercept Surveys conducted as part of the Late Night Management Areas Research conducted in March 2015.   | Indicator Only |
| Percentage of retail premises open after 6pm (measured bi-annually)                                      | %    | -       | 19      | -       | -  | 24             | -       | 21      | 21      | Findings from Observation Surveys conducted as part of the Late Night Management Areas Research conducted in March 2015  | Indicator Only |
| Estimated global audience of broadcast and online viewers of Sydney New Year's Eve City of Sydney events | B    | 1.6     | 1.6     | 1       | -  | 1              | -       | -       | 1       | International broadcast reach was on par with previous year's events with the footage available both live and packaged from Australian Associated Press, Agence France-Presse, RT Ruptly (a new German agency) and Reuters. CCTV also took feeds for distribution across its networks in China. Note: Broadcast audience estimated to be billion people. Prior years (1.6M) refer to physical attendance at event in Sydney Harbour. | Indicator Only |
| Estimated global audience of Chinese New Year Twilight Parade  | No   | 100,000 | 130,000 | 100,000 | 0  | 0              | 130,000 | 0       | 130,000 |  | On Track       |
| City Development   |      |         |         |         |    |                |         |         |         |  |                |
| Key Performance Indicator  | Unit | 2012/13 | 2013/14 | 2014/15 | Q1 | 2014/15 Result |         |         |         | Comment  | Status         |
|  |      | Result  | Result  | Target  |    | Q2             | Q3      | Q4      | YTD     |  |                |
| Commercial Development Approved  | m2   | -       | -       | -       | -  | -              | -       | 126,843 | 126,843 | Major developments approved in FY14/15, City of Sydney Development Statistics  | Indicator Only |
| Commercial Development Completed   | m2   | -       | -       | -       | -  | -              | -       | 575,964 | 575,964 | Major developments completed in FY14/15, City of Sydney Development Statistics   | Indicator Only |



Business Events

| Key Performance Indicator          | Unit | 2012/13<br>Result | 2013/14<br>Result | 2014/15<br>Target | Q1 | 2014/15 Result |   |   | Q4         | YTD        | Comment | Status         |
|------------------------------------|------|-------------------|-------------------|-------------------|----|----------------|---|---|------------|------------|---------|----------------|
| Number of bids submitted           | No.  | -                 | -                 | -                 | -  | -              | - | - | 20         | 20         |         | Indicator Only |
| Number of events secured           | No.  | -                 | -                 | -                 | -  | -              | - | - | 9          | 9          |         | Indicator Only |
| Delegate numbers of events secured | No.  | -                 | -                 | -                 | -  | -              | - | - | 8,405      | 8,405      |         | Indicator Only |
| Economic impact of events secured  | \$   | -                 | -                 | -                 | -  | -              | - | - | 28,304,032 | 28,304,032 |         | Indicator Only |
| Delegate days of events secured    | No.  | -                 | -                 | -                 | -  | -              | - | - | 31,227     | 31,227     |         | Indicator Only |

## 2 A leading environmental performer

The City of Sydney has adopted ambitious greenhouse gas emission reduction targets and will work towards a sustainable future for the City's use of water, energy and waste.

### 2.1 Energy consumption and greenhouse gas emissions are reduced across the local government area.

| Major Projects  | Completion Date   | % Complete       | Progress To Date  | Status   |
|---|---|------------------|---|----------|
| Energy Planning   |   |                  |   |          |
| Finalise the City's Decentralised Energy Master Plan - Energy Efficiency.   | 2015  | 95               | Final Master Plan updated to reflect changes during the public exhibition period ready to be considered by Council final endorsement.   | On Track |
| Develop an implementation plan for the Decentralised Energy Master Plans – Energy Efficiency, Renewables and Trigeneration.   | 2015  | 20               | Energy Efficiency Master Plan is yet to be finalised and includes further enabling actions. Some work has commenced on implementation regardless and will be further informed with the overarching sustainability strategy and sector strategies. | On Track |
| Identify and implement priority enabling actions from the City's Decentralised Energy Master Plans with key internal and external stakeholders.                       | 2015  | 50               | City continues to show by doing with installation of solar PV under contract, trigeneration for Town Hall House, and work on removing regulatory barriers to local energy.  | On Track |
| Green Infrastructure  |   |                  |   |          |
| Detailed design of trigeneration for Town Hall House and /or the Town Hall precinct and at least two of the City's aquatic facilities.                                | 2015  | 95               | Design documentation prepared for Town Hall House. Feasibility investigation completed and technical specification in preparation for two aquatic centre trigeneration projects.  | On Track |
| Major Programs  |   | Progress To Date |   | Status   |
| Energy Planning   |   |                  |   |          |
| Continue to liaise with developers and NSW Government to advocate for the delivery of Green Infrastructure in new developments  | A workshop was held with a major developer of high density residential apartments to further explore opportunities for improved environmental performance. This has been complemented by advocacy actions with the NSW Government for increased environmental targets, particularly for high rise residential. Application to the National Australian Built Environment Rating Scheme (NABERS) National Steering Committee for the development of a NABERS tool for high density residential was submitted. |                  |   | On Track |
| Energy Services   |   |                  |   |          |
| Ausgrid Lighting Energy Reduction Program   | The roll out of the program continues and is on track for completion later in the year.   |                  |   | On Track |
| Advocacy  |   |                  |   |          |
| Continue to prepare submissions and develop a rule change proposal for fair treatment of generation, supply and use of local low and zero-carbon electricity and gas. | Submissions made on multiple electricity market rule changes including distribution network pricing and the Senate inquiry on local generation. In addition the City has prepared a local generation rule change that should be submitted to Australian Energy Market Commission in early Q1 of 2015/16 financial year. Wide consultation was conducted in preparing the rule change.   |                  |   | On Track |

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

| Major Projects   | Completion Date   | % Complete | Progress To Date   | Status   |
|--|---|------------|--|----------|
| Planning   |   |            |  |          |
| Develop Interim Targets and action plans for the local government area to achieve the objectives of the City Waste Management Strategy.                    | 2015  | 30         | Review of Interim Waste Strategy and hence development of interim targets is delayed.  | Watch    |
| Finalise Waste Management Strategy for the local government area to achieve the waste objectives in Sustainable Sydney 2030                                | 2015  | 75         | Strategy development delayed.  | Watch    |
| Finalise the Advanced Waste Treatment Master Plan.   | 2014  | 100        | Advanced Waste Treatment Master Plan completed and endorsed by Council.  | Complete |
| Finalise Waste Management in New Developments Guidelines and amend City Development Control Plan to facilitate implementation of the Guidelines.           | 2015  | 85         | Draft Waste Management in New Development Guidelines have been completed and will be brought to Council for endorsement to go on public exhibition. Changes to development control plans required to enact these guidelines. | On Track |
| Waste Management Services  |   |            |  |          |
| Develop and commence a procurement plan for the delivery of the advanced waste treatment solution as outlined in the Advanced Waste Treatment Master plan. | 2018  | 50         | Draft advanced waste treatment project implementation strategy under development. Several delivery pathways have been developed and are being considered. Council to be informed of options next financial year.             | On Track |
| Major Programs   | Progress To Date  |            |  | Status   |
| Waste Management Services  |   |            |  |          |
| Provide domestic waste and recycling collection services to defined standards.   | The City provides waste and recycling collection services to over 97,000 households each week. In addition to kerbside collection services, the City provides e-waste recycling events, household chemical drop-off days and recycling stations at libraries for mobiles, light bulbs and batteries. The City's recycling efforts were recognised this year when the City won the Top Collector Award for the recycling the highest number of mobile phones in NSW at MobileMuster Local Government Awards.<br><br>This year the City ran an extra e-waste event in Alexandria which resulted in 515 drop-offs and 48% first time participants. Also the City provided an additional reverse vending machine to increase public place recycling and to reduce litter of beverage containers. So far over 80,000 containers have been recycled in four machines across the City. |            |  | On Track |
| Provide a high quality, customer-focused street cleansing service  | This year cleansing crews collected 8,740 tonnes of street cleansing waste, removed 22,937 dumps, and collected 3,208 mattresses and 121 tonnes of white goods.<br><br>A dedicated Stain Removal Crew continued to target stains and chewing gum throughout the City, operating for 6,791 hours this year.<br><br>20 tonnes of waste was collected from the City's Streets on New Year's Eve  |            |  | On Track |
| Partnerships   |   |            |  |          |
| Reduce waste generation through delivery of the Waste Avoidance and Resource Reuse program to residential and business                                     | The activities and outcomes achieved for waste avoidance and reuse are included in the report under the following Sustainability Programs: Green Villages; Smart Green Apartments; Smart Green Business and the Better Buildings  |            |  | On Track |

|  |  |                 |
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| communities  | Partnership.   |                 |
| Ensure that the maximum amount of residential waste is recycled and recovered and the minimum amount of waste is sent directly to landfill.                              | The City has achieved its highest resource recovery rate this year (68.53%) due to efficiency increases at the AWT processing facility. This means that the City is sending less residential garbage directly to landfill than ever before.  | <b>On Track</b> |
| Advocate for and facilitate waste prevention and avoidance through extended producer responsibility schemes.   | No specific submissions made by the City over this period. NSW Government supports a State-based Container Deposit Scheme, however details about its implementation are pending.   | <b>On Track</b> |
| Partner with the community to manage waste as a valuable resource and effectively utilise the City's Cleansing and Waste Services.                                       | <p>Waste staff have successfully worked with residents to solve bin storage and illegal dumping issues in 25 hotspot areas across the community in the past year. This has included installing Sydney's first underground bin system in Royston St Darlinghurst and permanently removing up to 35 garbage and recycling bins from being stored outside in Llankelly Place, Potts Point which had been a significant, long-term issue for the area.</p> <p>Waste staff have also worked closely with apartment communities across the City to improve their waste management. As a result, 340 apartments have had their bin rooms updated with improved infrastructure.</p> <p>The City continues to work with the community through Sustainability Programs: Green Villages; Smart Green Apartments; Smart Green Business and the Better Buildings Partnership.</p>   | <b>On Track</b> |
| <b>Regulation</b>  |  |                 |
| Proactive patrols of at least 130 hours per month to detect and deter the inappropriate discarding of litter, waste or unapproved distribution of advertising materials. | In Q4 the rangers spent over 1,316 hours in proactive patrols to deter dumping, illegal advertising, cigarette butt littering and related offences.  | <b>On Track</b> |
| Deliver an education, marketing and communication program to enable residents to utilise the city's waste services effectively.  | <p>This year the City successfully launched Garbage Guru - a mobile friendly online search tool to easily find out how to recycle or dispose of items, which has been visited almost 7000 times by the community this year. In addition, staff answered over 580 waste and recycling education inquiries this year.</p> <p>The City's marketing campaign for the reverse vending machine trial earned impressive social media results with the trial falling into the Top 10 most popular Facebook posts of all time for the City. It also attracted media coverage from over 20 different media sources including print, online, TV and radio both locally and overseas. The campaign featured a large 10c piece public installation that promoted cash for containers and received 2,700 Likes on Facebook.</p> <p>The City also ran the high-profile 'Yuk' campaign to shift thinking on cigarette butt littering which received 2,499 Likes, 61 Comments and 300 Shares on Facebook.</p> <p>Other zero waste campaigns that were delivered this year include a series of humorous 'How To' videos teaching residents how to use our waste and recycling services, a litter prevention campaign for NYE featuring a video starring Jack Thompson and promotion of the City's special e-waste event at Bunnings.</p> | <b>On Track</b> |
| Advocate for regulatory change that facilitates the delivery of outcomes as defined in the Advanced Waste Master Plan and the City's Waste Strategy.                     | The City continues to meet regularly with NSW EPA regarding waste to energy issues. Several position papers by NSW EPA are pending.  | <b>On Track</b> |

### 2.3 Potable water consumption and gross pollutant loads to the catchment are reduced across the local government area.

| Major Projects   | Completion Date   | % Complete | Progress To Date   | Status   |
|--|---|------------|--|----------|
| Planning   |   |            |  |          |
| Develop an Implementation Plan for the City’s Decentralised Water Master Plan, focussing on the areas of water efficiency, recycling and water sensitive urban design. | 2016  | 50         | Continue to identify, develop and communicate projects and actions to drive implementation of the Decentralised Water Master Plan.<br>Strengthened the coordination of actions and communication relating to water projects and targets across Council through established governance structure.   | On Track |
| Lead and facilitate the implementation of recycled water precincts within the City of Sydney including Green Square and Sydney Park.                                   | 2016  | 60         | Construction continues on the Green Square Town Centre Water Reuse Scheme. Continuing to investigate opportunities for recycled water use in urban renewal areas and open spaces including Harold Park.  | On Track |
| Water Services   |   |            |  |          |
| Continue delivery of current recycled water projects including Green Square and Sydney Park.   | 2017  | 60         | Sydney Park - Artwork installation complete, final commissioning of plant under way and park open to public. Works for Green Square Park have already commenced and will be completed in 2017.   | On Track |
| Implement priority actions from the Parks Water Savings Action Plan.   | 2015  | 98         | Report completed on water use for top 10 water use parks. Details will be incorporated into new parks water savings action plan. Investigations and scope completed for Crown Park with works planned in 2015/16 financial year. Irrigation efficiency and testing program completed in Hyde Park - report to be submitted in July 2015. | On Track |
| Identify and implement priority enabling actions from the City's Decentralised Water Master Plan with key internal and external stakeholders.                          | 2015  | 60         | Continued and ongoing implementation of priority actions from the decentralised water master plan in the areas of water efficiency, water recycling and water sensitive urban design and including advocacy for regulatory change, project development, implementation, measuring and reporting.   | On Track |
| Major Programs   | Progress To Date  |            |  | Status   |
| Planning   |   |            |  |          |
| Ensure the City’s Planning Controls promote actions that assist in the delivery of targets outlined in the Decentralised Water Master Plan.                            | Business case being developed to determine viability of extending Green Square Water reuse scheme and understand implications for future development. Work continues on building the case for raising minimum environmental standards for some building classes.  |            |  | On Track |
| Advocacy   |   |            |  |          |
| Advocate for regulatory change that facilitates the delivery of outcomes as defined in the Decentralised Water Master Plan.  | Regular discussions with key Government agencies to advocate for regulatory change to facilitate delivery of the Decentralised Water Master Plan. Ongoing consultation with regulatory authorities and industry stakeholders. Active participation in Local Water Solutions Forum. Submission to IPART’s review of Sydney Water’s Operating Licence September 2014. |            |  | On Track |

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

| Major Projects   | Completion Date | % Complete | Progress To Date  | Status          |
|--|-----------------|------------|---|-----------------|
| <b>Customer sector planning</b>  |                 |            |   |                 |
| Finalise the residential apartment customer sector strategy and implementation plan. | 2015            | 95         | The Residential Apartments Sustainability Plan was on public exhibition from 1 May – 11 June 2015. Consultation revealed support for the draft plan and a clear mandate for implementation. Feedback also suggested continued consultation with industry stakeholders during implementation. The final Residential Apartments Sustainability Plan will be presented to Council for endorsement early in 2015/16 financial year. | <b>On Track</b> |

| Major Programs   | Progress To Date   | Status          |
|--|--|-----------------|
| <b>Commercial office buildings and tenant engagement</b> |  |                 |
| CitySwitch Green Office Sydney                           | <p>By the end of the 2014/15 year the CitySwitch program was actively engaging 106 businesses in Sydney, to deliver information and personal support to assist businesses in their commitments to improve their energy efficiency.</p> <p>As measured in December 2014 the average energy efficiency of Sydney businesses within the program was 4.1 stars using the National Australian Built Environment Rating Scheme against a target of 4.5 stars. By improving this efficiency, these businesses collectively had reduced their annual carbon emissions by 58,400 tonnes.</p> <p>Through the quarterly Cafe Series events and supporting workshops signatories were engaged on the benefits of best-practice leasing, an overview of the current climate change political context and how businesses can show leadership in this environment. The program also ran a webinar launching a new CitySwitch tool aimed at helping businesses to assess and prioritise carbon abatement initiatives and a webinar developed in conjunction with Monash University on how to create and maintain successful internal sustainability teams. In total, 228 individual businesses attended CitySwitch events held over the course of the year.</p> <p>At the December 2014 CitySwitch awards, signatories Steensen Varming and CBRE received the NSW State Signatory awards for small and large business respectively with CBRE going on to take out the national title in this category. Signatory Echo Entertainment was awarded with the NSW and National New Signatory of the Year award and the Partnership category was jointly awarded to ActionAid Australia and WWF Australia.</p> | <b>On Track</b> |
| CitySwitch Green Office National                         | <p>By the end of the 2014/15 year the CitySwitch program was engaging with 544 businesses across the greater metropolitan centres of Sydney, Melbourne, Perth and Adelaide, who in turn had registered 719 office tenancies to the program across Australia. In December 2014 the program had evidenced over 86,000 tonnes of carbon abatement and \$14.4 million in energy cost savings achieved by its businesses through the year.</p> <p>In the last quarter of the year a new signatory business directory was launched to help further identify members and increase the public acknowledgement and recognition of CitySwitch awards. In May, the national program completed its successful two year partnership with the Net Balance Foundation, which had been funded by the federal government to extend CitySwitch resources and tools and to service small and medium sized businesses across regional and urban areas of Australia. Upon the completion of this partnership the program has had to stop direct service to signatory businesses in Queensland, the ACT and in regional areas. However these businesses will continue to have access to digital resources provided through the CitySwitch web site.</p> <p>By June 2015 program funding partners had committed to continuing the program for a further three years with an updated vision and service focus. This will mean that CitySwitch will provide support to businesses on issues beyond</p>  | <b>On Track</b> |

energy efficiency. Issues such as renewable energy and other emission reduction options, waste, health and economic productivity topics will now be supported.

|   |   |          |
|---|---|----------|
| Better Buildings Partnership  | <p>During the financial year ending June 2015 the Better Buildings Partnership, a collaboration of Sydney's leading institutional landlords that together own or operate more than 50% of the commercial office space in the City Centre, announced that it was halfway to the Sydney 2030 70% carbon emissions reduction target. By being so carbon efficient the owners are collectively saving more than \$30 million every year from avoided electricity costs, from a baseline of 2006.</p> <p>The Partnership released major research and tools in three key areas. Best practice leasing is a means to ensure collaborative relationships exist between the tenants and landlords of office buildings that enable both parties to seek and implement environmental performance improvements. The partnership has defined new industry standards and commenced training industry professionals to promote the uptake of these lease clauses. The partnership has also evidenced that nearly two-thirds of current leases for tenants in the City Centre include green clauses, which is double the amount of tenants since the partnership began its work in this area.</p> <p>The partnership has released research that indicates that more than 80% of the fixtures and fittings from a tenancy are sent directly to landfill at the end of a tenancy term within commercial office buildings. This standard practice results in a significant environmental impact and lost opportunity. Fortunately the partnership also evidenced through two trials that more than 60% of the fit-out waste can be either reused or recycled, and has developed guidelines to assist members to achieve this best practice in the future.</p> <p>The partnership also launched an operational waste guideline that clarifies the procurement, reporting and management of waste and recycling from building operations. The work has been well received by industry as the new standard for data reporting and is now being integrated into industry rating systems.</p> <p>The partnership was awarded the Banksia Foundation innovator of the year in November 2014 recognising the work in best practice leasing. And was highly commended for its collaborative progress toward sustainability through its collective impact model by the New South Wales Office of Environment and Heritage's Green Globe awards.</p> | On Track |
| Environmental Upgrade Agreements  | <p>During the 2014/15 year the City signed its fourth Environmental Upgrade Agreement for a commercial office building in Surry Hills. This upgrade is estimated to deliver carbon emission reductions of 850 tonnes per annum once completed.</p> <p>The City continued to build capacity in the market for the Environmental Upgrade Agreement service by holding 77 stakeholder meetings to discuss the service and potential projects; Delivering an online and print advertising campaign in industry publications; Delivering 6 presentations and workshops to over 300 people representing 184 companies/businesses; and publishing a case study for the 169 Phillip Street, Sydney Environmental Upgrade Agreement.</p> <p>The City also assisted 7 building owners during the year who either were or are actively pursuing Environmental Upgrade Finance to upgrade their buildings.</p>  | On Track |
| Pilot engagement strategies with private commercial office building owners, their tenants and agents, to facilitate improved environmental performance. | <p>Through the 2014/15 year the City completed 2 pilot services for energy monitoring and building tune ups. These have yielded valuable information to the City on the potential for privately owned commercial office buildings to improve their environmental performance. The owners participating in the pilots implemented energy and water audit recommendations saving 168 tonnes of Greenhouse Gas emissions and over 3 mega litres of potable water annually.</p> <p>The City has coordinated industry and government agencies to tailor existing training courses and resources to include specific sustainability skills and knowledge development for contractors, facility and property managers who engage with privately owned commercial buildings in the City.</p> <p>The City has advocated for a national focus in facilitating improved environmental performance in the privately owned</p>   | On Track |



commercial office buildings sector. The City has been supporting a national pathway for sustainability action through an initiative led by the Green Buildings Council of Australia. The City also used its learning in this sector to support Council's submission to the Federal government on their review of the Commercial Buildings Disclosure Act.

## Business engagement (non-office based)

Deliver the Smart Green Business program to large non-office based businesses, including those within the Accommodation sector, to facilitate improved environmental performance.

During the 2014/15 year 114 large businesses were supported to improve their environmental performance through water and waste assessments, implementation support and referrals to NSW Government energy efficiency services. Businesses have saved a significant amount of potable water, energy, waste to landfill and greenhouse gas emissions. The businesses that have been supported are now making a total of \$1 million in cost savings annually.

**On Track**

Further business engagement to support environmental performance improvements has been provided by the program through other City services. Including a trial with the City's Health & Building Officers who have been providing sustainability advice during food business inspections.

## Residential engagement

Residential Engagement

Over 2014/15 year the City delivered 21 Green Village workshops attended by 598 participants, with many of these delivered through City of Sydney Libraries as part of a new partnership. This partnership has enabled the inclusion of environmental sustainability content into City Libraries programming and has seen Green Villages reach new audiences. The effectiveness of workshops in driving behaviour change is evident, with 93 per cent of survey respondents reporting having undertaken at least one new action since attending a workshop.

**On Track**

The reach of Green Villages has continued to expand during the year with 106,759 website visits, up from 72,335 in the 2013/14 year. A new interactive video tutorial (worm farming) has achieved 6000 hits, successfully targeting time-poor residents who prefer to engage digitally.

The City hosted two Apartment Leadership Network meetings in the year, that provide apartment residents and managers an opportunity to work together to reduce the environmental impact of their buildings. In February the network engaged 38 apartment residents/managers focused on solar for strata. The May meeting was attended by 30 building representatives and focused on Building Management Systems as a tool to manage energy and water consumption in strata.

The Apartments Reference Group met quarterly through the year with government/industry and community stakeholders who work with the City to further sustainability policy, support and reform in the strata sector.

A successful water efficiency forum for strata buildings was held at Customs House showcasing the City's new environmental performance grants to residential owners and service providers. Grants have been awarded to facilitate building upgrades and provide new case studies in this sector through water sub-metering, solar installs and energy audits.

Nationally 587 buildings have now registered with Smart Blocks, 67 of these buildings in the City of Sydney Local Government Area. Smart Blocks provides project management guidance, templates and case study examples to support strata stakeholders to implement energy efficiency projects.

Green Living Centre Partnership

During the financial year 2014/15 the Green Living Centre delivered 49 community engagements with 923 participants. These initiatives have been supported by a strong community contribution of over 500 volunteer hours and achieved 1,401 new newsletter subscribers.

**On Track**

In late 2014, the centre developed a carbon baseline for the precinct, researched local community needs and attitudes, and commenced a community dialogue on Low Carbon Living. This research resulted in the first Low Carbon Living campaign titled Newtown Eats that was launched in Q3 at a community dinner to promote Earth Hour. The campaign comprised of targeted communications and 21 engagements attracting 377 participants. The centre

has also developed a Newtown Eats local food guide which shares community stories on sustainable food systems and features local champions, businesses and organisations that are already participating in low impact food systems.

| 2.5 The City of Sydney’s operations and activities demonstrate leadership in environmental performance.   |   |            |  |          |
|---|---|------------|--|----------|
| Major Projects  | Completion Date   | % Complete | Progress To Date   | Status   |
| Environmental Management  |   |            |  |          |
| Finalise and deliver training for a set of sustainable procurement guidelines for staff and suppliers   | 2015  | 55         | A review of the sustainable procurement guidelines are progressing.  | On Track |
| Develop an environmental management system that will enable risk and opportunities to be effectively and efficiently managed across the organisation.                                 | 2015  | 97         | The Environmental Management System continues to be developed and implemented with the support of Business Unit Managers, key stakeholders and appropriate staff. An audit undertaken of the system in May 2015 rated the system controls as satisfactory.   | On Track |
| Review and improve the City's existing environmental sustainability reporting platform to deliver best practice environmental reporting and data.                                     | 2015  | 75         | Tender approved by Council at May 2015 meeting. Project implementation to commence from Q1 2015/16.  | Watch    |
| Planning  |   |            |  |          |
| 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. | 2015  | 80         | Draft Adaptation Strategy has been developed and is ready to be considered by Council for public exhibition.   | On Track |
| Property  |   |            |  |          |
| Implement actions to achieve the interim environmental targets for the organisation.  | 2015  | 100        | The Building Energy & Retrofit project delivered by Ecosave has been completed. Measurement and Verification stage completed December 2014.<br><br>New annual capital works projects including additional VSD's progressing to contribute to the environmental targets of the City.  | Complete |
| Implement 5-year Photovoltaic (solar energy) project for City of Sydney buildings.  | 2015  | 70         | This project is for photovoltaic cell design and installation on the City's buildings. A total of 20 solar panel installation sites are complete. Additional building installation sites are being investigated. The project is progressing slowly because solar arrays need to be designed for buildings currently in the planning phase. | On Track |
| Major Programs  | Progress To Date  |            |  | Status   |
| Environmental Management  |   |            |  |          |
| Carbon Neutral Program  | In 2014-15 the City prepared its carbon emissions inventory for the previous 2013-14 year which was independent verified in accordance with the National Carbon Offset Standard Carbon Neutral program. |            |  | On Track |
| Property  |   |            |  |          |
| Continue to be an active participant of the Better Buildings Partnership and CitySwitch programs and the City’s own sustainability reporting platforms.                               | The City, as office building owner, continues to be an active participant of the Better Buildings Partnership and CitySwitch programs.  |            |  | On Track |

## Fleet Management

Council's fleet vehicle greenhouse gas emissions (total) will be maintained at 2013/14 levels

Total greenhouse gases emitted by the City's fleet during Q4 were 575 tonnes CO2. The full year target to maintain fleet emissions at the 2013/14 level of 2350 tonnes CO2 was achieved and improved by 127 tonnes CO2. An actual result of 2223 Tonnes CO2 for the year was reached without a reduction in service delivery. A total of 263,488 litres of fuel were consumed in Q4, of which 72 per cent was a mix of blended B20 & B50 sustainable biodiesel.

**On Track**

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

| Major Projects | Completion Date | % Complete | Progress To Date | Status |
|----------------|-----------------|------------|------------------|--------|
|----------------|-----------------|------------|------------------|--------|

### City Farm

|  |      |     |   |                 |
|--|------|-----|---|-----------------|
| Finalise the project plan and business case for a City Farm. | 2014 | 100 | City Farm Business plan adopted by Council September 2014. Master plan report to Council in May. Detailed design now under way for construction late 2015/early 2016. | <b>Complete</b> |
|--|------|-----|---|-----------------|

### Urban Forest

|  |      |    |  |                 |
|--|------|----|--|-----------------|
| Continue Planting in accordance with the Street Tree Master Plan | 2023 | 20 | Annual target for the program achieved (year 2 of 10). A total of 913 street trees were planted during the year, well exceeding the annual target of 700 trees. Planting continued in June, with 170 trees planted in the month. | <b>On Track</b> |
|--|------|----|--|-----------------|

### Urban Ecology

|                       |      |     |  |                 |
|-----------------------|------|-----|--|-----------------|
| Online Fauna database | 2014 | 100 | To date, 110 observations since tool uploaded. Mostly staff and other land managers, a small percentage by community residents. This has occurred with minimal promotion and budget. | <b>Complete</b> |
|-----------------------|------|-----|--|-----------------|

| Major Programs | Progress To Date | Status |
|----------------|------------------|--------|
|----------------|------------------|--------|

### Community Greening

|   |   |                 |
|---|---|-----------------|
| Support and develop community gardens and sites maintained and managed by community volunteer groups. | <p>The City supports 20 community gardens, 3 footpath gardens, 5 Landcare groups and 1 community composting group through providing management assistance, donation of materials and training where required.</p> <p>Community Planting at Orphan School Creek Reserve at Forest Lodge. Twenty one people participated and installed 800 native seedlings, to restore an exposed slope.</p> <p>Draft Community Gardens Policy and Guidelines approved by Council for public exhibition from 9 June to 31 July. Focus meeting session have been organised with existing community garden groups.</p> <p>Community garden page on the City of Sydney web page has been updated with new photos and Q and A to assist resident's enquiring about community gardens with 15,123 views over the last financial year. Most popular views were the community garden homepage, gardening on a footpath and find a community garden.</p> | <b>On Track</b> |
|---|---|-----------------|

|   |  |                 |
|---|--|-----------------|
| <b>Urban Forest</b>   |  |                 |
| Deliver an in-road planting program to maximise urban canopy and reduce the impacts of the urban heat island effect.  | Projects to increase canopy cover have continued. 913 street trees have been planted in the 2014/15 year, of this 384 street trees were planted in Q4. In-road planting projects have continued, with Concord St nearing completion and design / consultation progressing for Cowper Wharf Road and Bowman Street.   | <b>On Track</b> |
| Implement a program to support residents planting and maintaining large canopy trees on their property.   | The City provided 1,000 free trees to residents as part of our Free Tree Giveaway. The City also provided residents with information on tree planting, short and long term maintenance of urban trees.   | <b>On Track</b> |
| <b>Urban Ecology</b>  |  |                 |
| Complete the Urban Ecology Strategy and commence work on the implementation plan  | The strategy is being implemented, with the 2015 Bushland Restoration Management Plan revised. Works completed to date have included regeneration of a local salt marsh community at Glebe, vegetation works in various locations, bushland and planting works in Sydney Park with over 40 volunteers contributing and a number of wildlife workshops on bird life, microbat counts, and native bee keeping. The Urban Ecology Strategy Action Plan was Highly Commended at the recent NSW Parks and Leisure Awards, and was successful in grant funding for the extension of the successful seawall flower pot trial. | <b>On Track</b> |
| Implement a Volunteers bush regeneration program at Sydney Park   | Project brief being developed with input from internal stakeholders involved with green volunteering programs and projects   | <b>On Track</b> |
| <b>Greening Sydney Plan</b>   |  |                 |
| Deliver themed Living Colour floral displays throughout the City during spring and summer   | <p>Summer Living Colour display was completed with displays at 22 sites comprising 980 containers, 450 hanging baskets, 18 floral towers and a green wall using 30,000 plants. Plant give away completed with over 5,000 plants given to residents, schools and community groups with approximately \$900 raised for the Bobby Goldsmith Foundation.</p> <p>Collectively, 60, 000 plants were used over the spring and summer displays in 2014/15, attracting a large amount of positive feedback on social media.</p>   | <b>On Track</b> |
| Encourage new developments to maximise landscaping and build green roofs and walls  | The draft Landscape Code is undergoing a peer review by a consultant landscape architect. A representative of the development industry is also being consulted. The next step is to report to Council for adoption.  | <b>On Track</b> |
| Deliver the Public Domain Landscaping Program   | Rain gardens completed in Redfern and Centennial Park. In last 12 months 10,896 square metres have been completed. Completed over the proposed target for 2014/15  | <b>On Track</b> |
| Implement Contract Asset Management Systems (CAMS) within park services operation to enhance asset management and service delivery. Improve service delivery briefs and specifications. | In the past quarter, works have been completed to develop attributes and parameter for data, validate site based data, and to capture additional assets including verge and street scape plantings. Mobilised playground auditing is now in testing and will be rolled out in October 2015 to complement the existing mobile auditing process for parks.   | <b>On Track</b> |
| <b>Parks Water Savings Action Plan</b>  |  |                 |
| Ensure all City Greening and urban landscaping works are designed and maintained in alignment with the Parks Water Savings Action Plan  | The City continues to monitor that all City Greening and urban landscaping works are aligned with the Parks Water Savings Action Plan. See details on the implementation of the Action Plan under section 2.3 - Water Services of this report.   | <b>On Track</b> |

## 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       | 2012/13<br>Result | 2013/14<br>Result | 2014/15<br>Target | 2014/15 Result<br>Q1 | 2014/15 Result<br>Q2 | 2014/15 Result<br>Q3 | 2014/15 Result<br>Q4 | 2014/15 Result<br>YTD | Comment   | Status         |
|---|------------|-------------------|-------------------|-------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|---|----------------|
| 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     | 44,703            | 42,257            | -                 | 10,639               | 9,585                | 9,672                | 10,238               | 40,134                |   | Indicator Only |
| Greenhouse gas emissions for City of Sydney Building Assets - Baseline 2006 Data – 28,775   | Tonnes CO2 | 21,476            | 20,827            | 21,193            | 5,175                | 4,974                | 4,969                | 4,835                | 19,953                |   | Indicator Only |
| Greenhouse gas emissions for City of Sydney Street lighting - Baseline 2006 Data – 15,131   | Tonnes     | 14,202            | 13,222            | -                 | 3,327                | 2,626                | 2,705                | 3,373                | 12,031                |   | Indicator Only |
| Greenhouse gas emissions for City of Sydney Parks - Baseline 2006 Data – 2,502  | Tonnes     | 2,584             | 1,964             | -                 | 537                  | 527                  | 484                  | 448                  | 1,996                 |   | Indicator Only |
| Council's fleet vehicle greenhouse gas emissions (total) will maintain at 2013/14 levels.   | Tonnes     | 2,304             | 2,350.96          | 2,350             | 648                  | 506                  | 495                  | 575                  | 2,224                 | Total greenhouse gases emitted by the City's fleet during Q4 were 575 tonnes CO2. The full year target to maintain fleet emissions at the 2013/14 level of 2350 tonnes CO2 was achieved and improved by 127 tonnes CO2. An actual result of 2223 Tonnes CO2 for the year was reached without a reduction in service delivery. A total of 263,488 litres of fuel were consumed in Q4, of which 72 per cent was a mix of blended B20 & B50 sustainable biodiesel. | On Track       |
| 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     | 930               | 952               | -                 | 952                  | -                    | -                    | 4,031                | 4,031                 | Emissions have increased since the previous reporting year. In order of highest to lowest this is due to an increase in emissions from Councils own waste, refrigerants (due to ozone depleting refrigerants being replaced with higher global warming refrigerants), and diesel used by contractors.   | Indicator Only |

## Sustainability Programs - Encourage businesses and residents to reduce their greenhouse gas emissions

| Key Performance Indicator                               | Unit | 2012/13<br>Result | 2013/14<br>Result | 2014/15<br>Target | 2014/15 Result<br>Q1 | 2014/15 Result<br>Q2 | 2014/15 Result<br>Q3 | 2014/15 Result<br>Q4 | 2014/15 Result<br>YTD | Comment   | Status             |
|---|------|-------------------|-------------------|-------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|---|--------------------|
| City owned public domain lights replaced with LED lamps | No   | 2,172             | 1,136             | 2,692             | 871                  | 509                  | 370                  | 527                  | 2,277                 | Target not met as Hyde and Prince Alfred Park have been removed from the scope of the contract. Project completion - Q1 2015/16 | Attention Required |

| 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      | 2012/13   | 2013/14   | 2014/15 | 2014/15 Result |         |         |        |          | Comment  | Status         |
|  |           | Result    | Result    | Target  | Q1             | Q2      | Q3      | Q4     | YTD      |  |                |
| Total City of Sydney mains water usage   | kL        | 397,163   | 405,473   | -       | 92,595         | 111,674 | 111,018 | 89,003 | 404,290  |  | Indicator Only |
| Total City of Sydney mains water usage – Parks and Public Domain   | kL        | 161,771   | 156,398   | -       | 32,933         | 46,832  | 40,827  | 27,306 | 147,898  |  | Indicator Only |
| Total City of Sydney mains water usage – Commercial Buildings  | kL        | 81,726    | 98,067    | 81,662  | 23,544         | 25,880  | 24,979  | 23,330 | 97,733   |  | Indicator Only |
| Total City of Sydney mains water usage – Community Buildings   | kL        | 37,426    | 35,144    | 37,258  | 8,911          | 8,269   | 6,804   | 7,151  | 31,135   |  | Indicator Only |
| Total City of Sydney mains water usage – Operations (Depot etc.)   | kL        | 35,654    | 35,906    | 35,683  | 8,329          | 10,210  | 14,861  | 11,016 | 44,416   | The increase in organisational water consumption is largely attributable to a water mains leak at the Epsom Rd depot. The leak has now been rectified. | Indicator Only |
| Total City of Sydney mains water usage – Aquatic Facilities  | kL        | 80,587    | 79,956    | 80,463  | 18,878         | 20,483  | 23,547  | 20,200 | 83,108   |  | Indicator Only |
| Total mains water consumption for the local government area (measured annually)  | ML        | 34,371.62 | 35,365.53 | -       | -              | -       | -       | 0      | -        | Sydney Water provides this information in October. To be updated upon receipt of data from Sydney Water.   | 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      | 2012/13   | 2013/14   | 2014/15 | 2014/15 Result |         |         |        |          | Comment  | Status         |
|  |           | Result    | Result    | Target  | Q1             | Q2      | Q3      | Q4     | YTD      |  |                |
| Total Waste Collected  | Kg/Capita | 328.16    | 335.45    | 335     | 80.03          | 87.7    | 86.41   | 82.6   | 336.74   |  | Indicator Only |
| Total Waste Recycled   | Kg/Capita | 214.64    | 229.18    | 228     | 52.8           | 60.61   | 60.05   | 57.45  | 230.91   |  | On Track       |
| Resource Recovery Rate   | %         | 65.17     | 68.27     | 66      | 65.97          | 69.11   | 69.49   | 69.55  | 68.53    | Continued improvements at AWT facilities have allowed the City to reach its highest annual resource recovery rate.                                     | On Track       |
| City of Sydney Recycling (organisational Facilities)   | Tonnes    | 1,091     | 849.27    | 1,095   | 212            | 195     | 201     | 206    | 814      |  | Indicator Only |
| City of Sydney Waste Collected (organisational Facilities)   | Tonnes    | 2,420     | 2,375.97  | 2,330   | 611.63         | 577.4   | 602.64  | 618.01 | 2,409.68 |  | 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 | 2012/13 | 2013/14 | 2014/15 | 2014/15 Result |        |        |        |        | Comment  | Status         |
|---|------|---------|---------|---------|----------------|--------|--------|--------|--------|--|----------------|
|   |      | Result  | Result  | Target  | Q1             | Q2     | Q3     | Q4     | YTD    |  |                |
| Street trees planted annually   | No   | 689     | 857     | 700     | 458            | 1      | 70     | 384    | 913    | Target exceeded.   | On Track       |
| Total street trees  | No.  | -       | 30,917  | 29,800  | 30,160         | 30,007 | 29,936 | 30,132 | 30,132 | Target exceeded. Street tree planting in progress during cooler months until October 2015.   | On Track       |
| Number of plants planted at community planting events   | No   | 7,466   | 8,013   | 8,000   | 5,670          | 1,000  | 465    | 2,000  | 9,135  | Community planting groups have been planting in Sydney Park in the last quarter. Annual target across all sites (including Glebe and Forest Lodge) exceeded.         | On Track       |
| Total trees and shrubs planted  | No.  | 98,170  | 70,197  | 52,000  | 24,016         | 17,498 | 16,949 | 15,413 | 73,876 | In Q4, 9,198 were installed by landscape crews and 6,215 through bushland works. Full year target exceeded.  | On Track       |
| Public Domain Landscaping (nature strips, rain gardens, traffic treatments)                             | m2   | 14,108  | 9,388   | 8,000   | 4,718          | 2,252  | 1,752  | 2,174  | 10,896 | Rain gardens completed in Redfern and Centennial Park. Q2 actual has been amended from 696, which was one month only, to 2,252, which is the actual for the quarter. | On Track       |
| Native fauna species diversity maintained or increased compared to 2009/10 baseline (measured annually) | No   | -       | 99      | -       | -              | -      | -      | 88     | 88     | 88 indigenous species recorded from online fauna tool and community spring bird survey, and microbat surveys. Five year baseline survey scheduled for 2015/16.       | Indicator Only |
| Extent of locally-native bushland increased compared to 2009/10 baseline (measured annually)            | ha   | -       | 4.6     | -       | -              | -      | -      | 1.4    | 1.4    | Approx 1.4 ha (14,455m2) of increased bush restoration sites in 2014/15 FY. Exceeded annual target of 0.42 ha (4,200 m2).  | Indicator Only |



### 3 Integrated transport for a connected city

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

#### 3.1 Plans are in place that enhance access by public and active transport from the Sydney region to the City of Sydney.

| Major Projects  | Completion Date   | % Complete | Progress To Date  | Status   |
|---|---|------------|---|----------|
| City Transformation   |   |            |   |          |
| Green Square Light Rail Feasibility Investigation   | 2015  | 65         | Demand assessment has been completed for the Green Square Light Rail, demonstrating very high potential patronage. Feasibility assessment of high risk parts of the corridor completed. Next steps are to commission a cost and engineering study, and business case.   | On Track |
| Support the implementation of light rail down George Street.  | 2015  | 90         | Light Rail project is on program.   | On Track |
| Advocacy  |   |            |   |          |
| Work with State Government on walking and cycling connections between Barangaroo and surrounding areas.   | 2015  | 90         | Construction of Wynyard Walk is continuing, although the project is delayed. The City has worked with Barangaroo Delivery Authority, Transport for NSW and Roads and Maritime Services to provide adequate interim access facilities. City staff have provided assistance on the design of Hickson Road, and are also progressing streetscape upgrades to improve access to Headland Park and surrounds. The City continues to advocate for good walking and cycling connections to Barangaroo. | Watch    |
| Planning  |   |            |   |          |
| Investigate options to shift loading, taxi & parking arrangements to support bus changes in the City Centre.  | 2015  | 75         | The Draft Central Sydney On-Street Parking Policy is on exhibition until August 2015. Cooperation with Transport for NSW freight services division is underway looking at loading.  | On Track |
| Partnership   |   |            |   |          |
| Support Transport NSW in developing master plans for major transport interchanges and stations in City of Sydney.                                   | 2015  | 75         | The City is working with State Government transport agencies to provide input into planning for transport interchanges and stations as projects occur. Most recently the City has provided input into the Wynyard Station upgrade and concept planning for Redfern Station. The City is currently preparing comments about proposed stations as part of the Sydney Metro project.   | On Track |
| Major Programs  | Progress To Date  |            |   | Status   |
| Advocacy  |   |            |   |          |
| Provide advice and advocate for transport outcomes that align with the City's strategic vision through State Government Barangaroo planning process | City staff meet regularly with Barangaroo Delivery Authority, Lend Lease and State Government Transport agencies to discuss transport provision for Barangaroo. The City also makes submissions advocating for sustainable transport outcomes in applications made to the Department of Planning and Environment for development in Barangaroo. |            |   | On Track |

| Partnership  |  |            |   |          |
|--|--|------------|---|----------|
| Work with State Government and Taxi industry to implement more taxi ranks in better locations in the City Centre   | The city is working with Transport for NSW and the taxi industry to prioritise and relocate taxi ranks as part of works in preparation for the closure of George Street. A working group has been established and is meeting monthly.  |            |   | On Track |
| 3.2 Transport infrastructure is aligned with City growth.  |  |            |   |          |
| Major Projects   | Completion Date  | % Complete | Progress To Date  | Status   |
| Advocacy   |  |            |   |          |
| Support Transport NSW in developing a city centre parking and loading strategy   | 2015   | 75         | The Draft Central Sydney On-Street Parking Policy is now on public exhibition.  | On Track |
| Work with State Government to advocate for adequate transport infrastructure and services to support Green Square development.   | 2015   | 50         | Further work has been undertaken on Green Square Light Rail routes, including independent patronage estimates that have confirmed the very high peak patronage expected on a light rail corridor using the Eastern Transit Corridor. City staff continue to advocate for better transport infrastructure through regular meetings with Transport for NSW and Roads and Maritime Services. | Watch    |
| 3.3 Negative impacts from transport on public space in the City Centre and Villages are well managed.  |  |            |   |          |
| Major Projects   | Completion Date  | % Complete | Progress To Date  | Status   |
| Parking  |  |            |   |          |
| Implement provisions of the new Neighbourhood Parking Policy.  | 2015   | 100        | The Parking Policy changes were all successfully implemented in 2014/15.  | Complete |
| Major Programs   | Progress To Date   |            |   | Status   |
| Parking  |  |            |   |          |
| Update the City’s Car Share Policy.  | Draft report is under preparation.   |            |   | Watch    |
| Utilise enforcement activities to ensure turnover and improve safety and accessibility of city parking.  | Proactive and reactive ranger patrols have continued in Q4. The focus has remained on encouraging a turnover of kerbside parking spaces, so all road uses have an opportunity of finding a parking space. Additional patrols were maintained in the residential areas, predominantly in the outer lying areas, where commuter parking places additional strains on the available spaces. |            |   | On Track |
| 3.4 There is an increased use of public transport and reduction in traffic congestion on regional roads.   |  |            |   |          |
| Major Projects   | Completion Date  | % Complete | Progress To Date  | Status   |
| Capacity   |  |            |   |          |
| 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   | 25         | State Government projects such as the light rail and WestConnex will all greatly affect all feeder corridors to the city. Therefore, at this stage the City has only undertaken high-level planning for key corridors to assist with advocating for improvements in these corridors.  | Watch    |

| Major Programs                           | Progress To Date   | Status          |
|--|--|-----------------|
| <b>Accessibility</b>                     |  |                 |
| 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, 571 out of 743 bus stops in City are compliant. (77%) | <b>On Track</b> |

### 3.5 There is quality access to transport services and infrastructure in the city.

| Major Projects   | Completion Date | % Complete | Progress To Date  | Status          |
|--|-----------------|------------|---|-----------------|
| <b>Transport Infrastructure</b>  |                 |            |   |                 |
| The City is to advocate to Transport for NSW to ensure public transport infrastructure to meets the needs of uses. | 2015            | 70         | The City continues to advocate for accessible stations through its discussions with Transport for NSW (TfNSW) about station upgrades and in its submissions to TfNSW on major public transport projects in the LGA. | <b>On Track</b> |

### 3.5.1 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 | 2012/13 Result | 2013/14 Result | 2014/15 Target | 2014/15 Result Q1 | 2014/15 Result Q2 | 2014/15 Result Q3 | 2014/15 Result Q4 | 2014/15 Result YTD | Comment   | Status                |
|--|------|----------------|----------------|----------------|-------------------|-------------------|-------------------|-------------------|--------------------|---|-----------------------|
| Total number of car share parking spaces in the city (program to date) | No.  | 506            | 599            | 694            | 623               | 634               | 640               | 648               | 648                | The City installed a total of 8 car share spaces in Q4. From October 2014, new car share spaces approved by the LPCTCC (Local Pedestrian, Cycling and Traffic Calming Committee) were limited to four per month from a maximum of 10 per month until the new Car Sharing Policy is adopted by Council. The new limit means that the annual target for new car share spaces in the 2014/15 will not be achieved. | <b>Indicator Only</b> |
| Proportion of resident drivers who are members of car share schemes    | %    | 9.3            | 11.9           | -              | 13.6              | 0                 | 15.6              | 16.3              | 16.3               |   | <b>On Track</b>       |

#### Roads maintenance - Optimise the lifespan of City road and footpath assets, and improve street safety and accessibility

| Key Performance Indicator | Unit | 2012/13 Result | 2013/14 Result | 2014/15 Target | 2014/15 Result Q1 | 2014/15 Result Q2 | 2014/15 Result Q3 | 2014/15 Result Q4 | 2014/15 Result YTD | Comment | Status          |
|---------------------------|------|----------------|----------------|----------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------|-----------------|
| Road renewal program      | m2   | 84,236         | 61,381         | 50,000         | 12,201            | 7,534             | 6,124             | 25,509            | 51,368             |         | <b>On Track</b> |

## 4 A city for walking and cycling

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

### 4.1 Implement priority programs to improve pedestrian safety and accessibility, connectivity and amenity across the local government area.

| Major Projects   | Completion Date  | % Complete | Progress To Date  | Status   |
|--|--|------------|---|----------|
| Walking  |  |            |   |          |
| Undertake an audit to identify the priority walking projects from the Liveable Green Network                             | 2017   | 75         | The City has recently completed an audit of the Liveable Green Network infrastructure. Based on the results, priority projects will be identified in addition to those completed, underway or planned and budgeted.   | On Track |
| Implement the pedestrian, cycling and traffic calming infrastructure improvements program                                | 2018   | 25         | The City has completed a number of cycleway and streetscape improvement projects this year that contribute to pedestrian and cycling connectivity across the LGA for example; the Campbell Street cycle improvements, Crown Street and Wilmot Street and Central Street improvements, and the Glebe Foreshore walk.   | On Track |
| Cycling  |  |            |   |          |
| Improvements to key network cycleway routes.   | 2017   | 10         | Ongoing program to pro-actively action cycleway network improvements opportunities as they arise.   | On Track |
| Partnerships   |  |            |   |          |
| Work with 14 neighbouring councils and State and Federal Governments to implement the Inner Sydney Regional Bike Network | 2020   | 20         | The City is preparing a funding bid in partnership with Transport for NSW in July/August 2015. In February the City conducted a workshop with neighbouring Councils to discuss progressing work on the regional bike network. The City has also provided input into other neighbouring council projects, such as the Bourke Road extension, the Bondi to the City connection, the Leichhardt Bike Plan and the North Sydney Cycling Strategy. | On Track |
| Safety   |  |            |   |          |
| Investigate and implement low speed environments in the LGA  | 2015   | 80         | The City continues to advocate for and seek approval for new 40km and shared zones across the city, including in busy areas such as Kings Cross, and developing areas such as Green Square and Ashmore.   | On Track |
| Major Programs   | Progress To Date   |            |   | Status   |
| Walking  |  |            |   |          |
| Implement the pedestrian, cycling and traffic calming infrastructure improvements program.                               | The pedestrian, cycling and traffic calming infrastructure improvements (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 140 projects have been completed. |            |   | On Track |
|  | One project was completed in Q4.   |            |   |          |

Residual Projects Status:

- 33 projects are scheduled to be built or have completed designs
- 44 projects are under design
- 52 projects are included in cycleways
- 34 projects have been cancelled after feedback received from consultation with the community, Roads and Maritime Service and the State Transit Authority; and
- 57 projects are yet to be started.

| Cycling   |   |          |
|---|---|----------|
| Bicycle Infrastructure  | <p>Steady progress has been achieved this year, with 0.9km of separated cycleway, 2km of mixed traffic cycleway, and 2km of shared path cycleway completed.</p> <p>A significant achievement of 2014/15 was commencement of construction of the southern portion of the Castlereagh Street cycleway, and the Liverpool Street cycleway - both were scheduled for completion in 2015. However, the State Government has deferred the Castlereagh Street Cycleway to 2017.</p> <p>Feasibility investigation into the Harbour Village North cycleway link and the Bondi Junction to City cycleway commenced.</p>   | On Track |
| Partnerships  |   |          |
| Continue to lobby the State to support surrounding councils to link their cycleways into the city network.                        | The Inner-Sydney Regional Bike Network workshop was held on the 5th of February 2015 and brought together transport planners from 15 participating local government areas in addition to key stakeholders from RMS, TfNSW, UNSW, UTS, University of Sydney, Sydney Airport, Centennial Parklands and the Premier's Council for Active Living. Information sharing was a critical part of the workshop with the City's Standard Cycleways Treatments document being distributed to workshop participants. Feedback received from stakeholders indicated a need to update the network map and associated economic analysis, this process is underway with an application for state government funding due to be submitted for the 2015/16 financial year. Bondi Junction to CBD Cycleway project was initiated which provides a cycleway link from the City to a new cycleway facility in Centennial Park and beyond to Bondi Junction. Close liaison with Marrickville Council has continued and both Councils have ongoing infrastructure projects that provide a link for bike riders across our boundaries. | On Track |
| Advocate and work with land owners to develop a continuous foreshore walk accessible on foot and bike                             | The City is working in the development of a strategy and project plans for the foreshore. In addition, work has continued throughout the year with Barangaroo Delivery Authority and Sydney Harbour Foreshore Authority to develop the Darling Harbour Bike Strategy, progress Hickson Road design and access to Barangaroo South. Our relationship with the Royal Botanic Gardens and Domain Trust has developed positively though the Sydney Rides the Night event held in October.   | On Track |
| Safety  |   |          |
| Continually monitor and review road safety and interface with pedestrians and bike riders, including running awareness campaigns. | Two pedestrian education/awareness campaigns were run: Watch Out Cars About and Stop Look Listen Think. Studies have been undertaken for three precincts within the LGA to implement 40kmh speed limits. Work is also underway to upgrade and refresh blue shared path line markings across the LGA, including the 10km per hour advisory signs. We also continued Share the Path education sessions (144 this year) to engage bike riders and pedestrians about safe and courteous behaviour and cycling courses to teach safe and responsible riding.   | On Track |

| 4.2 The City Centre is managed to encourage the movement of pedestrians and cyclists.  |   |            |  |          |
|--|---|------------|--|----------|
| Major Projects   | Completion Date   | % Complete | Progress To Date   | Status   |
| Walking  |   |            |  |          |
| 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         | A new CBD Coordination Office has been established by the State Government to oversee the implementation of changes in the city centre during and post light rail construction. The City continues to advocate for improvements in this area.  | Watch    |
| Cycling  |   |            |  |          |
| Cycling safety works and bike parking program  | 2023  | 20         | The City has completed designs for construction on 80 bike parking racks. Designs completed for 1.5km of bicycle lanes on Bridge Road and Pyrmont Bridge Road for discussion with Roads and Maritime Services. Central Sydney Traffic and Transport Committee approval granted for footpath widening and bike parking on Crown Street, Surry Hills. Community consultation completed for 4 bicycle improvement projects. | On Track |
| Major Programs   | Progress To Date  |            |  | Status   |
| Partnerships   |   |            |  |          |
| Collaborate effectively with State Government to implement the City Centre Access Strategy to enable City of Sydney to receive assets that are fit for users once built                                | The City has prepared submissions on a range of State Government transport projects, including Sydney Metro, WestConnex, and the City Centre Access Strategy.   |            |  | On Track |
| Collaborate with State Government to integrate walking and cycling with George St Light Rail and pedestrianisation project   | The City is working with Transport for New South Wales (TfNSW) and the light rail designers to ensure the successful integration of walking and cycling strategies with the light rail project. The Development Agreement with TfNSW requires that a cycleway is included in Chalmers Street at Central Station, to link Prince Alfred Park to the new Castlereagh Street cycleway at Hay Street. There are also ongoing discussions with the light rail designers to ensure a pedestrian friendly environment in the pedestrianised area of the CBD and in the new parks in Surry Hills. |            |  | On Track |
| 4.3 City Of Sydney and Sydney businesses lead by example to increase use of active transport for travelling to work in the LGA.  |   |            |  |          |
| Major Projects   | Completion Date   | % Complete | Progress To Date   | Status   |
| City of Sydney   |   |            |  |          |
| Provide tenant bike parking, showers and other facilities at major City of Sydney buildings.   | 2013  | 100        | Completed  | Complete |
| Journey to work - commuting  |   |            |  |          |
| The City provides information on the green travel plans that is easily accessible and improves quality. City collaborates with Transport for NSW to improve and formalise Green Travel Plan guidelines | 2015  | 95         | Recommendations in the City's Staff Travel Plan are progressively being implemented. Changes to the city centre provide further opportunity to implement actions in the travel plan.   | On Track |
| Major Programs   | Progress To Date  |            |  | Status   |
| City of Sydney   |   |            |  |          |

|  |  |                 |
|--|--|-----------------|
| Ensure City of Sydney venues and facilities provide Transport Access Guides (TAG) when engaging with external organisations                | Due to other projects taking priority throughout the year no substantial work has been undertaken on this. As resources become available work will be continued.   | <b>Watch</b>    |
| <b>Journey to work - commuting</b>   |  |                 |
| Advocate for the provision of end of trip facilities at private buildings  | End of Trip facilities are a requirement of Sydney Development Control Plan 2012.  | <b>On Track</b> |
| The City collaborates with external organisations to encourage the use of walking and cycling for commuting to work with positive results. | <p>The Sydney Rides Business Challenge was a major success in 2015, gaining high profile business support for cycleways. The 2015 Challenge (March-April) saw a record 4,800 people (including more than 1,100 new riders) from over 290 organisations taking part, making it the largest event of its kind in the world. The contract with Love to Ride allows for two additional years at the City's discretion.</p> <p>A major Walking and Riding behaviour change campaign titled "Give yourself a lift" launched in May 2015, encouraging people to walk or ride where possible, helping to alleviate congestion and keep Sydney moving. The campaign puts the City of Sydney on the front foot ahead of George Street construction later this year. It targeted key transport hubs and busy commuter routes including train stations, buses, street banners, office buildings and cinema advertising. Branded t-shirts were well received at Share the Path education sessions and two short videos promoting the benefits of walking and riding were shared at least 55 times on Facebook. The Campaign has received positive feedback, especially in industry publications and on social media where the City has been praised.</p> <p>In its fourth year, the Sydney Rides Festival (11/10 – 25/10/14) further expanded its reach and audience base through the production of 19 high quality events promoting walking and bike riding. A record 14,289 people took part in Festival events. Sydney Rides the Night was introduced in 2014 with more than 2,000 Sydneysiders taking part. The guiding principles and objectives of the Festival include: promoting Sydney as a cycling city, engaging a broad audience to raise the profile of bike riding in Sydney, providing an attractive entry point for people consider.</p> <p>The City distributed 33,806 cycling maps externally and 1,199 bells to assist commuters and riders. 5,252 adults and children participated in cycling classes (including bike maintenance, cycling confidence and balance bike clinics).</p> <p>Media and social media continued to grow as a critical communication channels for walking and cycling related projects. Sydneycycleways.net received 286,283 unique visitors and facebook attracted 4,297 new followers taking the total followers to 18,370. The City sent an average 24 facebook posts per month, each with an average reach of 7,613; and an average of 35 tweets per month. It produced 30 media releases; 666 media stories on walking and cycling – 80 per cent of coverage was positive; and responded to 127 media enquiries.</p> <p>Sydney's first Walking Strategy and Action Plan, was launched after extensive consultation. The City sponsored and hosted a number of walking initiatives including Walk21, the Sydney Memory Walk and the Heart Foundation heart hoops.</p> | <b>On Track</b> |
| <b>4.4 Increase in modal share for walking and cycling.</b>  |  |                 |
| <b>Major Programs</b>  | <b>Progress To Date</b>  | <b>Status</b>   |
| <b>Modal shift</b>   |  |                 |
| Promote the benefits of walking and cycling to individuals, businesses and the wider community   | The Sydney Rides Business Challenge helped gain high profile business support for riding, with a record 4,800 people (including more than 1,100 new riders) from over 290 organisations, making it the largest event of its kind in the world. 146 City staff took part, logging almost 21,000km during the Challenge period. Sydney Rides Festival is complete for 2014. The Festival featured 22 events over 2 weeks (11 -25 October). Attendance was more than 14,292 people (increase of more than 2,000 on 2013 Festival)   | <b>On Track</b> |



|   |   |                 |
|---|---|-----------------|
| Remove/reduce barriers and provide encouragement and support for people that wish to use walking and cycling                  | Bike Courses have been run at Sydney Park throughout the year with 894 adults completing competency training and 101 CoS staff completed this training. 458 children have completed balance bike clinics and parent/children workshops. A buses to bikes trial project was also completed that provided four members of the public with a bicycle for a month, rider training and led rides to and from their homes to work, a short film has been produced for use on the Sydney Cycleways website.  | <b>On Track</b> |
| <b>Walking and cycling for leisure</b>  |   |                 |
| Encourage and support new walking and cycling enterprises   | The Sydney Rides Festival continues to be a platform for cycling related businesses to be involved in this popular annual event, raising awareness of their brand and providing benefits to these enterprises.  | <b>On Track</b> |
| People are encouraged to use walking and cycling to travel to events  | The City has prepared logos and collateral for events to encourage people to walk and cycle. The City also continues to provide bike parking at major events. Media campaigns encouraging waking and riding including the current 'Give yourself a lift' campaign are conducted on a regular basis.   | <b>On Track</b> |
| Events celebrating and focusing on walking and cycling are lead and supported by the City                                     | <p>In 2014/15 the City supported the following events:</p> <ul style="list-style-type: none"> <li>- Sydney Rides Business Challenge with a record participation of 4,800 from over 290 organisations.</li> <li>- Walking and Riding behaviour change campaign titled "Give yourself a lift" launched in May 2015, encouraging people to walk or ride where possible, helping to alleviate congestion and keep Sydney moving. Key transport hubs and busy commuter routes were targeted.</li> <li>- Sydney Rides Festival with a record participation of 14,289 people. As part of the festival, Sydney Rides the Night was introduced in 2014 with more than 2,000 Sydneysiders taking part.</li> </ul> <p>More details under sections 4.4 and 4.3 of this report.</p>  | <b>On Track</b> |
| <b>General</b>  |   |                 |
| Information provided by the City on walking and cycling is accessible and relevant and up to date                             | SydneyCycleways.net continues to be popular with 140,695 unique visitors over the last 12 months. Highly active on social media, each Facebook post reaches on average 7,613 people with an average of 25 posts per month. Sydney Cycleways Facebook page has gained 4,297 new followers in the last year and now totals 18,370. Twitter has an average of 2,000 unique visits per month with an average of 35 tweets per month. 33,806 Cycling Maps have been distributed in 2014/15.  | <b>On Track</b> |
| Walking and Cycling users have information and training available that enables them to exhibit the correct and safe behaviour | Bike Courses have been run at Sydney Park throughout the year with 894 adults completing competency training and 101 City of Sydney staff members have also completed this training. 458 children have completed balance bike clinics and parent/children workshops. A buses to bikes trial project has also been completed that provided four volunteers (usually bus passengers) with a bike for a month, training and led rides to and from home and work. Media resources documenting the experience have been produced to be used on our website.  | <b>On Track</b> |
| <b>Behaviour</b>  |   |                 |
| Improve road users' behaviour focusing on the interaction with walking and cycling  | Speed reduction programs have been implemented through a number of projects e.g. Watch Out People About warns drivers of the risk to people walking. The City has undertaken traffic speed studies for three precincts in the LGA to form the basis of a submission to RMS for 40kmh speed limits in these areas. We regularly engage with the Police throughout the year to understand issues with walking and cycling behaviour in the LGA and ensure they are aware of locations where enforcement is required. We have run 144 Share the Path engagement sessions that provide direct communication between staff and the general public at which staff convey key messages for bike riders regarding safe, appropriate behaviour. These behaviours are also a key message when running our various events including Sydney Rides Business Challenge and Sydney Rides Festival. | <b>On Track</b> |
| Improve walking and cycling users' behaviour and compliance   | The Share the Path project continues to be run three to four times a week throughout the year. In 2014/15 144 sessions were undertaken at which, 1199 bells/1564 cycle maps were distributed as well as 1201 bike tune ups completed. We continue to provide information on Sydney Cycleways website, social media and our collateral (e.g.   | <b>On Track</b> |

maps) on the correct behaviours bike riders should be exhibiting. We have run 144 Share the Path engagement sessions that provide direct communication between staff and the general public at which staff convey key messages for bike riders regarding safe, appropriate behaviour. These behaviours are also a key message when running our various events including Sydney Rides Business Challenge and Sydney Rides Festival. We regularly engage with the Police throughout the year to understand issues with walking and cycling behaviour in the LGA and ensure they are aware of locations where enforcement is required.

#### 4.5.1 Key Performance Indicators

| Cycleways -<br>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 | 2012/13 | 2013/14 | 2014/15 | 2014/15 Result |        |       |       | Comment | Status         |
|   |      | Result  | Result  | Target  | Q1             | Q2     | Q3    | Q4    |         |                |
| Length of separated cycleways provided annually   | Km   | -       | 2.29    | -       | 0              | 0.7    | 0     | 0.21  | 0.91    | On Track       |
| Length of on-road cycleways provided/upgraded annually  | Km   | 0.22    | 0.02    | -       | 0              | 0.7    | 0     | 1.29  | 1.99    | On Track       |
| Length of shared paths provided/upgraded annually   | Km   | 11.02   | 2.65    | -       | 0.51           | 0.56   | 0     | 0.89  | 1.96    | On Track       |
| Growth in cycling activity at key intersections around the City of Sydney (100 key intersections)   | %    | 18      | 12      | 25      | -              | 3      | -     | -     | 3       | Indicator Only |
| Footpaths -<br>Optimise the lifespan of City footpath assets, and improve street safety and accessibility   |      |         |         |         |                |        |       |       |         |                |
| Key Performance Indicator   | Unit | 2012/13 | 2013/14 | 2014/15 | 2014/15 Result |        |       |       | Comment | Status         |
|   |      | Result  | Result  | Target  | Q1             | Q2     | Q3    | Q4    |         |                |
| Granite infill project  | m2   | 5,921   | 4,400   | 2,500   | 219            | 270    | 844   | 1,398 | 2,731   | On Track       |
| Footway replaced by green verge   | m2   | 5,632   | 4,007   | 2,000   | 960            | 914    | 744   | 1,314 | 3,932   | On Track       |
| Footway renewal program   | m2   | 39,186  | 25,468  | 25,000  | 3,646          | 10,121 | 4,668 | 9,316 | 27,751  | On Track       |

## 5 A lively and engaging city centre

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

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

| Major Projects   | Completion Date | % Complete | Progress To Date   | Status          |
|--|-----------------|------------|--|-----------------|
| <b>Public Domain Planning</b>  |                 |            |  |                 |
| 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         | The City continues to provide regular and ongoing strategic design input into State Government projects.   | <b>On Track</b> |
| Develop a City Centre Public Domain Improvement Program  | 2015            | 40         | The City Centre Public Domain Plan is developing through a series of public domain precinct plan projects and site specific urban design studies including concept design for Regimental Square that will direct upgrade works by adjacent developer, preparation of a draft City North Public Domain Plan that includes a masterplan for Martin Place and preparation of a draft City South/Chinatown Public Domain Plan that provides public domain project scope for streets that connect and interface with the Darling Harbour Live development.  | <b>On Track</b> |
| Develop concept designs and briefs for city centre public spaces   | 2017            | 40         | Concept design for Regimental Square has been completed.<br><br>Draft concept Masterplan for Martin Place has been completed for incorporation into the City North Public Domain Masterplan.   | <b>On Track</b> |
| Undertake a five year review of Public Space Public Life   | 2017            | 95         | A draft Public Spaces Public Life benchmark report that assesses both quantitative and qualitative data (pedestrian counts and public space usage patterns) gathered in 2013/14 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.<br><br>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.<br><br>It is expected that a comprehensive Public Space Public Life Review will be carried out in 2018/19 after the George Street Light Rail project is completed. | <b>On Track</b> |
| Implement first phase of Harbour Village Public domain plan  | 2015            | 50         | Argyle Street improvements underway.<br>Design documentation for Kent Street underpass completed and will be tendered later this year.<br>Design documentation for new toilet facility at Observatory Hill Park underway.<br>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.   | <b>On Track</b> |
| <b>Safety</b>  |                 |            |  |                 |
| Develop and implement a plan to make the Sydney CBD safer at night in conjunction with the NSW Government.   | 2015            | 60         | The City is a member of the Sydney CBD Entertainment Precinct Taskforce responsible for progressing measures targeted at reducing alcohol related violence in the city late at night. Under the Sydney CBD Entertainment Precinct  | <b>On Track</b> |

Plan of Management (the Plan) the City has delivered the following measures over the past 12 months:

- Installed 100 new high visibility signs to improve awareness of the presence of CCTV cameras.
- Installed 10 additional CCTV cameras linked to the City's 24hr monitored Control Room.
- Established the first Super Taxi Rank in Kings Cross, with other new ranks planned in the city with dedicated CCTV, illuminated taxi rank plinth sign and security management on Friday and Saturday nights.
- Installed aesthetic lighting in Bayswater Road at Kings Cross.
- Deployed six variable message signs across the city to enhance wayfinding to late night transport.
- Piloted the Safe Space and Take Kare Ambassador program.

A Bureau of Crime Statistics and Research report into the impact of the liquor licence reforms was released in April 2015 and revealed a reduction in assault from the previous year by 26% in the CBD and 32% in Kings Cross. The Centre for Program Evaluation, NSW Treasury, is undertaking a process evaluation of the Plan of Management which will be reported through the Department of Premier and Cabinet in late 2015. Evaluation of the lockout and 3am cease service provisions of the reforms will be included in a statutory review that will be undertaken in early 2016.

## 5.2 The City Centre comprises a number of distinctive precincts with a diversity of built form, uses and experiences.

| Major Projects  | Completion Date | % Complete | Progress To Date   | Status          |
|---|-----------------|------------|--|-----------------|
| <b>Public Domain improvements</b>   |                 |            |  |                 |
| Implement Harbour Village North Public Domain improvements  | 2023            | 30         | Implementation and delivery of priority projects identified under Harbour Village North is ongoing. See section 5.4 of this report for additional information.   | <b>On Track</b> |
| Deliver improvements to the streetscapes and public areas of city lanes in accordance with the adopted Laneways Revitalisation program. | 2016            | 82         | Four of the five active projects within the program have been completed. This includes works to Bulletin Place, Wilmott Street, Central Street, Abercombe Lane, Tank Stream Way, Bridge Lane and Nithsdale Lane<br><br>Hosking Place and Penfold Lane, which had been placed on hold due to construction of adjacent developments, has been re-activated. Agreement to implement work on private property has been reached with landowners and advertisement of a construction tender is due in September 2015 | <b>On Track</b> |
| Continue to implement the Chinatown Public Domain Public Domain Plan  | 2017            | 45         | Thomas Street improvements construction currently underway.<br><br>Draft City South public domain plan will provide priority project listing for next stage of Chinatown Public Domain Plan implementation.  | <b>On Track</b> |
| Foley Street Upgrade - Darlinghurst Stages 2 & 3  | 2019            | 15         | Foley Street Stage 1 improvements (from Burton Street to Crown Street) were completed in 2013. Retro-fit of adjoining buildings has not achieved the envisaged laneway activation.<br><br>Foley Street Stages 2 & 3 improvements (from Crown Street to Bourke Street) are planned to commence in 2018/19, to align with proposed activation of adjoining buildings.  | <b>Watch</b>    |

### 5.3 Cultural, creative, retail and small business activity is supported in the City Centre.

| Major Programs  | Progress To Date  | Status          |
|---|---|-----------------|
| <b>Laneway revitalisation</b>   |   |                 |
| Improve activation of the city's finegrain spaces to enable creative, cultural and small business activity. | The City's Finegrain program continues to be an influential model when it comes to small business activation within Sydney.<br>There is an ongoing focus on activating our hidden and underutilised spaces.<br>Potential operators of these businesses continue to engage with the city, no less than 100 businesses over the year 2014/15. | <b>On Track</b> |

### 5.4 The City Centre is a place for art, creative expression and participation.

| Major Projects  | Completion Date | % Complete | Progress To Date   | Status          |
|---|-----------------|------------|--|-----------------|
| <b>City Centre creative activity</b>                          |                 |            |  |                 |
| Develop briefs for priority projects in Harbour Village North | 2017            | 50         | Priority projects now in project documentation/ implementation phase, including Argyle Street upgrade, Observatory Hill Short term improvements, Kent Street underpass, Gas Lane, and Observatory Hill toilets.<br><br>Sydney Harbour Bridge cycleway in scoping/feasibility stage.<br><br>Ongoing stakeholder engagement with Department of Education and Sydney Observatory on the long term masterplan development for Observatory Hill Park. | <b>On Track</b> |

### Planning and regulation

|   |      |    |   |                 |
|---|------|----|---|-----------------|
| Review the Busking Policy to increase the cultural and street life of the city community. | 2015 | 20 | Work continues on background research and consultation to inform a revised policy on busking in the City of Sydney. | <b>On Track</b> |
|---|------|----|---|-----------------|

| Major Programs   | Progress To Date   | Status          |
|--|--|-----------------|
| <b>City Centre creative activity</b>   |  |                 |
| Support and enable festivals, events, and other community activities to increase the cultural and street life of the city community. | The City provided financial and in-kind support for approximately 30 festivals in the city in 2014/15. These festivals attracted a combined audience of over 2.5 million people. The Festivals included large scale events including Sydney Festival, Sydney Film Festival, Corroborree, Sydney Writers' Festival, Head On Festival, Mardi Gras and Australia Day. Most of our villages hosted a festival or event in celebration of their local identity and unique offerings, including Kings Cross Festival; Pyrmont Food, Wine and Art Festival; and Glebe Street Fair.<br><br>All Festivals 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. A number of City parks were activated with projects like Archikidz creating an interactive Children's Playground in the Hyde Park Barracks; Sydney Fringe Festival activated shops with musicians to bring Crown Street alive with music in small venues; Antenna Documentary Film Festival ran interactive events like Choose Your Own Documentary and Documentary Hackathon a two-day workshop for content creators and technology specialists during the festival. | <b>On Track</b> |

Over 1,500 buskers registered for a permit over the past 12 months which is an increase of 25% 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.

### 5.5.1 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 | 2012/13<br>Result | 2013/14<br>Result | 2014/15<br>Target |          | 2014/15 Result |         |          |          | Comment | Status   |
|---|------|-------------------|-------------------|-------------------|----------|----------------|---------|----------|----------|---------|----------|
|   |      |                   |                   |                   | Q1       | Q2             | Q3      | Q4       | YTD      |         |          |
| Amount of footway dining in the city centre (total) | m2   | 2,623.92          | 2,621.86          | 2,600             | 2,664.09 | 2,733.7        | 2,824.5 | 2,827.78 | 2,827.78 |         | On Track |

#### Laneways reactivation -

#### Reactivate Sydney's laneways as a vital part of public life in the City

| Key Performance Indicator                           | Unit | 2012/13<br>Result | 2013/14<br>Result | 2014/15<br>Target |    | 2014/15 Result |    |    |     | Comment  | Status         |
|---|------|-------------------|-------------------|-------------------|----|----------------|----|----|-----|--|----------------|
|   |      |                   |                   |                   | Q1 | Q2             | Q3 | Q4 | YTD |  |                |
| Laneways upgraded                                   | No   | -                 | 12                | -                 | 0  | 0              | 0  | 6  | 6   | Capital works improvements to six lanes have been completed. These include Abercrombie Lane, Bridge Lane, Tank Stream Way, Central Street, Wilmot Street and Nithsdale Lane.   | On Track       |
| Small bars opening across the local government area | No.  | 14                | 17                | -                 | 4  | 3              | 3  | 5  | 15  | York Trading (CBD); Brooklyn Social (Surry Hills); Spawn Point Small Bar (CBD); Knox Street Bar (Chippendale); The Swinging Cat (CBD). Sydney's small bar culture continues to go from strength to strength as evidenced by the growth this past year. | Indicator Only |

## 6 Vibrant local communities and economies

### 6.1 The City is a network of distinctive Villages which provide places for communities to live, meet, shop, create, play, discover, learn and work.

| Major Projects   | Completion Date | % Complete | Progress To Date  | Status          |
|--|-----------------|------------|---|-----------------|
| <b>Infrastructure improvements</b>                                 |                 |            |   |                 |
| Crown, Cleveland and Baptist Street intersection upgrade - Stage 2 | 2014            | 100        | Practical completion achieved in December 2014.   | <b>Complete</b> |
| King Street Newtown Smart Poles Stage 3                            | 2015            | 98         | Construction works complete. Includes footpath restoration, installation of smartpoles at five signalised intersections and lighting upgrade along King Street, between Newman Street and Missenden Road. | <b>On Track</b> |
| Darlington Village - Abercrombie Street                            | 2014            | 100        | Upgrade works complete.   | <b>Complete</b> |

| Major Programs   | Progress To Date   | Status          |
|--|--|-----------------|
| <b>Learning and Creative Programs</b>  |  |                 |
| Provide nine library branches, two library links, programs, resources and outreach services to reflect the needs of diverse community. | <p><b>Memberships</b><br/>The number of total active members continues to trend upward to nearly 38,600, an increase of 12,000 active members over last year. This can be attributed to community interest in the new and enhanced collections and programs offered by the Library. In addition, the Library removed the non-resident fee, which saw a significant monthly increase in new members from outside the LGA. This year the Library also aligned the definition of “active member” to the State Library NSW’s definition (from active in the past 12 months to past 36 months).</p> <p><b>Library Visits</b><br/>The Library recorded 1.29 million visitors during the year in comparison to 1.31 million last year. The 2014/15 visitation statistics will serve as a benchmark going forward as the installation of new people counters will enable more accurate figures.</p> <p><b>Collections</b><br/>The Library’s comprehensive collection of over 450,000 items seeks to meet the needs of the Library’s diverse community and to support life-long learning. The collections include books, audio-visual materials, music CDs, DVDs, talking books, toys, newspapers, magazines, eBooks, eMagazines, eNewspapers and electronic databases.</p> <p>During the year the Library increased collections for special interest groups including GLBTIQ (Gay, Lesbian, Bisexual, Transgender, Intersex and Queer) and LOTE (Languages Other Than English) with an emphasis on Chinese, Japanese, Indonesian, Thai, Vietnamese, Korean and Russian language collections.</p> <p>The Library’s digital collections continued to grow during 2014/15 and by early 2015/16 will total around 15,000 items including eBooks, eMagazines and eNewspapers. During the year the Library purchased over 9,000 titles to enhance the eBook collection. These titles include a range of fiction and non-fiction which are catered for adult, youths and children. These new titles will be available for the public by August 2015 once the new eBook platform has been integrated with the Library Management System.</p> <p>Library Press Display offers instant access to over 4,000 newspapers from 100 countries in 60 languages providing e-resources to diverse communities while Zinio offers over 150 eMagazine titles, including immediate access to the</p> | <b>On Track</b> |

most recent popular magazines.

The Library has also purchased a music download/streaming platform in June 2015 which includes the full Sony catalogue and Naxos classical music. This will be available to customers in September 2015. An eAudio platform will also be launched in 2015/16.

#### Loans

The number of loans (physical and digital items) over the past year has increased to 1,124,250, an increase of nearly 2,000 over last year. A slight 5% decrease in physical items has been offset by a significant increase in the use of digital items, from 1,815 in FY13/14 to 41,016 in FY14/15, with a particular focus on eMagazines and eNewspapers. The monthly download for eMagazines is one of the highest rates in Sydney metropolitan libraries.

#### Internet Sessions (PC and WiFi use)

Internet sessions were around 897,000 this year compared to 1,004,600 last year. The drop can be attributed to a significant decrease in Public PC use. This is due to out-dated computer hardware and software. In FY2015/16, a mass Public Technology Upgrade Project will replace all computer equipment. Usage of the Library's popular free WiFi remains consistent with over 500,000 log ins during the year. This is despite many more options for free WiFi throughout the City.

#### Home Library Service

The Home Library Services team delivered over 14,000 items to 71 individual persons, 20 child care centres, and 24 Aged care facilities in FY2014/15. During the year the team showcased the first notebook collections project "This is my story" at Kings Cross Library. Capturing the centenary commemoration of WW1, home library customers shared fascinating personal stories and reflections,

#### Programs

The Library's popular programs continued to increase in number and attendance. The number of Library Programs increased by 4% on last year while the number of attendees increased significantly from 45,000 to nearly 72,000.

The Library ran 480 adult programs (including Late Night Library and IT courses) with a total of nearly 18,000 participants and over 1,100 children and youth programs (including weekly Storytime and Rhymetime) with a total of nearly 53,000 participants. The Library also ran 80 children, youth and adult outreach programs with around 27,000 attendees during 2014/2015. The Library held three highly successful Lawn Libraries at Sydney Festival, Sydney Writers' Festival and Sydney Children's Festival at the Seymour Centre. There were also 38 community art displays across the library network during the year.

There was particular growth in children's programs and attendees in 2014/15. Three Library branches are now offering regular after-school activities, including an innovative maker space program at Surry Hills Library. Pre-school programs continue to grow in popularity, and are now at capacity attendance at many branches. This is a significant trend with more resources planned for 2015/16 to increase capacity and sessions of pre-school programming.

Attendance at Pine Street Community Arts Centre's events, programs and exhibitions has remained steady during the year with an increase in outreach and adult program attendance. Exhibitions included the Youth Art Showcase (YAS) which was an exhibition experience for artists aged 15-26 during National Youth Week 2015. The YAS program was held across Pine Street Creative Arts Centre and Gallery, featuring artworks by young people in a month long art exhibition and creative workshops. Through new program development and community partnerships, an increase in programming and attendees is planned for 2015/16.

#### Spaces

The Library constantly seeks to improve its spaces to meet the needs of customers. The Library provided much needed technology and meeting space at Kings Cross Library by opening the new level 2 which features a range of ergonomic, sustainable and contemporary furniture. There is an additional public meeting room, training room with



state-of-the-art audio-visual equipment, as well as a multi-purpose program area.

Customs House Library has removed the shelving around the atrium area on level 2 to turn the space into work benches for customers to use their laptops and mobile devices. Extra power points have been installed and new stools have been purchased for the work benches.

Benches and lap top chairs were purchased for Surry Hills Library for customers who bring their own devices and utilise the Library's free WiFi services. In Newtown Library, extra powerpoints were installed around the wall of the Mezzanine for people to plug in their own mobile devices. The Library also reopened the Townhall Library Express on the ground floor, which features comfortable lounge chairs, new tables, shelving, extra powerpoints and free WiFi.

| Place identity   |  |                 |
|--|--|-----------------|
| Deliver the outdoor banner program to enhance the local village vibrancy and sense of place. | <p>Many different types of local organisations were able to raise the profile of their activities with support through Street Banner Sponsorship program and the City awarded \$556,785 worth of banner pole hire fee waivers across 2014/15.</p> <p>The City contributed to local celebrations by supporting the banner campaigns such as Clean Up Australia 2015 in and around Hyde Park and Cleveland Street Redfern, the Head On Photo Festival across the central business district and Oxford Street near Paddington Town Hall and the Newtown Business Precinct Association for the Sydney Comedy Festival on King Street in Newtown.</p> | <b>On Track</b> |

## 6.2 The community has the facilities, resources, capacity, confidence and resilience to adapt to changing circumstances.

| Major Projects  | Completion Date | % Complete | Progress To Date  | Status          |
|---|-----------------|------------|---|-----------------|
| <b>Social Planning</b>  |                 |            |   |                 |
| Develop and complete a Social Sustainability Strategy   | 2016            | 60         | A Social Sustainability Discussion Paper is being prepared. This will provide a platform for community engagement to inform the development of the City's Social Sustainability Strategy.   | <b>On Track</b> |
| Develop a Physical Activity Strategy for the City's aquatic facilities, parks and open space areas. | 2015            | 0          | Project has been deferred until the Social Sustainability Strategy has been finalised.  | <b>Watch</b>    |
| Implement priority actions from the childcare needs study   | 2015            | 20         | <p>Over the last 12 months the following actions were delivered in response to the 2013 Child Care Needs Analysis:</p> <ul style="list-style-type: none"> <li>• Commencement of construction of a 60 place child care centre at 277 Bourke Street, Darlinghurst - due to be operational in early 2016</li> <li>• Development approvals were granted for the construction of a new 74 place child care centre on the former South Sydney Hospital site and an 80 place fast tracked child care centre at The Crescent Annandale.</li> <li>• Development applications were lodged for two 80 place fast tracked child care centres to be constructed in Sydney Park St Peters and Huntley Street Alexandria.</li> <li>• An Expression of Interest was called for interested not-for-profit child care providers to lease the child care centres in Darlinghurst, St Peters, The Crescent and Alexandria.</li> </ul> | <b>On Track</b> |

|  |      |     |   |                 |
|--|------|-----|---|-----------------|
| Implement the actions identified in the Inclusion (Disability) Action Plan.                                    | 2015 | 35  | The Inclusion (Disability) Action Plan 2014-2017 was endorsed by Council in July 2014 and its implementation is being overseen by the Inclusion (Disability) Advisory Panel. Highlights for the first year of the plan's implementation include: <ul style="list-style-type: none"> <li>• Installation of Tactile Ground Surface Indicators at 571 out of 721 bus stops across the City.</li> <li>• A successful trial of Tactile Braille Pedestrian signage as part the Legible Sydney Wayfinding project.</li> <li>• Development of a Digital Accessibility Policy and Guidelines, and guidelines for creating accessible word documents.</li> <li>• Disability awareness training made available online for City staff.</li> <li>• Commenced development of policy to guide design and maintenance an accessible public domain.</li> </ul> | <b>On Track</b> |
| <b>Childcare</b>   |      |     |   |                 |
| Develop new childcare sites in high demand areas   | 2017 | 20  | 277 Bourke Street - Proposed Community Centre: Construction works progressing.<br><br>Child Care - Green Square Hospital Site: Construction contract awarded<br><br>3 Childcare Centres (Sydney Park, Crescent Lands Glebe and Huntley Rd Alexandria): Development Applications submitted for 3 childcare sites.<br><br>Development Application (DA) approved for the Crescent. Possession of site granted and contractor now applying for Construction Certificate.<br><br>Huntley St and Sydney Park DA's being currently assessed.   | <b>On Track</b> |
| <b>Community facilities planning</b>   |      |     |   |                 |
| Develop and publish a Community Facilities Strategy to inform the future requirements for community facilities | 2015 | 70  | The City's Community Facilities Plan will be informed by the Social Sustainability Strategy, which is currently in development. Subsequent to the adoption of the Social Sustainability Strategy, the Community Facilities Plan is expected to be brought to Council to seek endorsement for public exhibition in 2016.   | <b>On Track</b> |
| Oxford Street Property Plan includes Foley Street upgrade.   | 2018 | 45  | Program of Capital Works for 2015/16 includes completing the installation of shop fronts for Foley Street and base build internal works. Riser construction works to commence in July. Additional works include separation of 1A Burton and installation of new shopfront and base build works - DA to be prepared including heritage Impact Statement. Structural upgrades of 98 Oxford Street and 74/76 Oxford Street - DA to be prepared including heritage Impact Statement. Agreement for Lease agreed with Woolworths for new store and construction of chamber substation. Works anticipated to start in Q1 2015/16.   | <b>On Track</b> |
| <b>Community Facilities Upgrades</b>   |      |     |   |                 |
| Continue external façade works on Sydney Town Hall   | 2017 | 95  | Stage 1 Clock tower façade conservation works were completed in January 2015. Stage 2 conservation works are currently underway and are scheduled for completion in February 2016.  | <b>On Track</b> |
| Kings Cross Library and Neighbourhood Service Centre Upgrade   | 2014 | 100 | Practical completion achieved in December 2014.   | <b>Complete</b> |

|   |      |     |   |                           |
|---|------|-----|---|---------------------------|
| Juanita Nielsen Community Centre.                       | 2015 | 60  | Works ongoing on site: first floor timber floor structure, roof demolition, production of hardwood trusses, heritage window refurbishment and façade restoration works underlay.<br><br>Latent conditions in existing building fabric have caused some delay on site.   | <b>On Track</b>           |
| Heffron Hall Upgrade                                    | 2015 | 30  | Project significantly delayed due to delays in commissioning of the Ausgrid kiosks in Palmer Street and decommissioning of the existing substation chamber that was located in the building.  | <b>Attention Required</b> |
| Taylor Square Bike and Community Hub.                   | 2016 | 45  | The project has now received Development Approval for the proposed refurbishment and the documentation to proceed to tender for construction is almost complete.  | <b>On Track</b>           |
| <b>Aquatics &amp; Leisure</b>                           |      |     |   |                           |
| Cook & Phillip Aquatic and Fitness Centre Refurbishment | 2018 | 20  | The development of the Business Case for the scope of this project is in progress. Works on the condition report are continuing with Engineering and Quantity Surveyor services engaged to inform Business Case.  | <b>On Track</b>           |
| <b>Parks &amp; Sports Fields</b>                        |      |     |   |                           |
| Harold Park - New Park Construction                     | 2016 | 50  | Project out for tender.<br>Construction to commence later this year.  | <b>Watch</b>              |
| Parklands at Johnstons Creek                            | 2015 | 100 | Project master plan completed and adopted by Council. The master plan informs design strategies for various sites that collectively form the parklands of Johnston's Creek, including Harold Park (construction to commence later this year) and the Crescent Lands (design works for redevelopment underway).              | <b>Complete</b>           |
| Victoria Park Improvements                              | 2016 | 30  | The project has been divided into two delivery stages. Construction for Stage 1 will be undertaken in 2016 with the works to be completed by the end of that year. Delivery of stage 2 works will be undertaken in 2020. The total works package will be designed and documented prior to stage1 construction commencement. | <b>On Track</b>           |
| Hyde Park   | 2016 | 25  | Package 1 - Archibald Fountain Tree Planting completed end July 2015.<br>Package 2 - Pool of Reflection tenders being assessed tender award to August Council 2015 meeting.<br>Package 3 - Path Rationalisation design commenced.<br>Package 4 - Museum Station environs design commenced.                                  | <b>On Track</b>           |
| Glebe Foreshore stage 5 and stage 6                     | 2014 | 100 | Project completed.  | <b>Complete</b>           |
| Perry Park  | 2016 | 45  | Development Application lodged for basketball courts is currently under assessment. Construction documentation at 75%.  | <b>On Track</b>           |
| Obriens Lane - East Sydney Landscape Upgrade            | 2015 | 100 | O'Brien Lane Reserve is completed.  | <b>Complete</b>           |

| Major Programs  | Progress To Date   | Status          |
|---|--|-----------------|
| <b>Aquatics &amp; Leisure</b>   |  |                 |
| Provide fitness and leisure programs at City Spaces and Community Venues to encourage a healthy and active lifestyle.   | <p>This year the City continued to offer and support more than 70 sessional exercise and fitness activities across the City's 14 staffed and partially staffed community facilities, as well as regular community venue hire for community groups to operate exercise and fitness classes. Programs are accessible to children and adults and range from popular sports competitions, to gentle exercise and advanced tai-chi classes. The City also provides gym facilities at the Juanita Nielsen Gym (currently located at the Mary McDonald Centre as the Juanita Nielsen community centre undergoes a refurbishment), King George V Recreation Centre and Pymont Community Centre.</p> <p>This year's highlights and activities include:</p> <ul style="list-style-type: none"> <li>• 1,020 bookings for sports related activities at the Peter Forsythe Auditorium, with 516 (50.6%) organised by local community organisations.</li> <li>• 2 world records for Indoor Rowing recorded by John Struik, a 70 year old Juanita Nielsen gym member on their Concept2 indoor rowing machine.</li> <li>• 120 people attended health screens, information sessions and fitness challenges during Men's Health week activities at King George V Recreation Centre and Harry Jensen Centre.</li> <li>• More than 500 people attended the Kempo Ryu Karate Australian Championships Tournament at King George V Recreation Centre.</li> <li>• Free fitness classes were offered to the community including; Fitter and Stronger classes at St Helen's Community Centre; senior exercise and adult Yin Yoga classes at Redfern Community Centre, older adults yoga at the Rex Centre and adults Zumba at the Harry Jensen, Cliff Noble and Pymont Community Centres.</li> <li>• 21 competitors aged up to 67 years old participated in the International Reebok CrossFit Games Competition to complete 5 workouts in 5 weeks at the King George V Recreation Centre.</li> <li>• 55 women, across 14 teams took part in the second International Women's Day 3 on 3 basketball tournament at King George V Recreation Centre.</li> <li>• Free fitness and leisure activities were offered to seniors during Seniors Week including an Over 55's Gym Members 'High Tea' at Mary McDonald Centre and a Ping Pong tournament attended by over 90 participants at the Ron Williams Centre.</li> <li>• 22 community members ranging from 27 to 70 years of age raced in the annual Chinese New Year Dragon Boat Regatta, taking third place in the community team category.</li> </ul> | <b>On Track</b> |
| Investigate a consistent pass and pricing process for aquatic centres   | The City implemented the new 360 card across the aquatic centres in January 2015. The 360 card makes it easy for residents, workers and students to utilise the City's five world class aquatic centres under one simple card. To June 30 (6 months), 1,927 memberships were sold under 360.   | <b>On Track</b> |
| The City will consult with and, where appropriate, investigate and establish partnerships with relevant organisations which may include service providers, neighbouring councils, sporting associations and sports clubs to improve participation outcomes for the entire community with a focus on underrepresented embers of the community. | The City is preparing a Sports Facilities Demand Study which looks at the current and future provision of sports fields, indoor and outdoor sports courts. The study is due for completion late in the year and has included consultation and input from sporting clubs, sports associations and neighbouring councils and parks agencies. The recommendations of the study will support the Recreation & Sports Needs Study 2015 which is also due for completion this year.  | <b>On Track</b> |
| <b>Social services and community capacity building</b>  |  |                 |
| Provide high quality and adaptive community facilities, programs & services.  | <p>Social programs and services were offered to promote active, healthy living and connected communities. City Spaces recorded a total of 708,707 attendances at the City's 14 staffed or partially staffed community facilities, programs and events. 7,486 bookings were made by community groups for community venues with a total of 10,161 bookings taken across the City's 14 staffed and 22 unstaffed City Spaces.</p> <p>Overall, 56,911 meals were provided in 2014-15 through both the centre based lunch program and Meals on Wheels.</p>   | <b>On Track</b> |

For the year, a total of 30,909 passenger trips and 757 community bus hires were completed.

This year's highlights in the delivery of social programs and services include:

- 350 people attended three free community film screenings at the Redfern Community Centre.
- 150 players ranging in age from 17 to 82 years participated in an Intergenerational Table Tennis Tournament at Ultimo Community Centre .
- 100 people attended the National Indigenous Science Experience at Redfern Community Centre.
- More than 250 people attended the 'Green Square is Here' event organised to update the community on capital works programs in the area.
- More than 700 visitors attended the Pyrmont Community Centre Open Weekend, held in partnership with the Friends of Pyrmont and local organisations.
- 360 people attended the Seniors Christmas Lunch and more than 500 people attended the Redfern Family Culture Christmas Party
- 330 free meal hampers were delivered to Meals on Wheels clients for Easter and Christmas as both a festive gesture and a practical means of covering vulnerable people's food needs over the public holidays.
- 79 young people participated in 9 workshops to provide input to future planning for services and programs for young people.
- 549 people attended 14 Strata Skills 101 workshops and 189 representatives of community organisations attended seven Connect Sydney training workshops.
- 52 events were held as part of the Living in Harmony Festival, Seniors Week and Youth Week this year, with over 82,300 attendances in total and the support of 320 volunteers.

Provide childcare and children facilities across the local area, including preschool, occasional care and children's programs.

In 2014/15 the City has continued to meet the Education and Care Services National Law and Regulations. Broughton St Kindergarten, Hilda Booler Kindergarten and Alexandria Child Care Centre have all been assessed against the National Quality Standard and have been rated as 'Exceeding the National Quality Standard'.

**On Track**

The City's six after school care programs provided ongoing targeted programs for children aged 9-14 years. The programs include activities such as youth centre visits, art projects, sports programs and excursions to events such as the Harlem Globetrotters. These programs have been run in collaboration with City of Sydney PCYC, Catholic Care, Girls & Boys Brigade, Surry Hills Neighbourhood Centre, Fort St Public School and The Settlement as well as the City's Youth Programs.

The 'Middle Ground' pilot project launched in 2015, provides after school recreational activities for children aged 9-13 years in Glebe. The project is delivered in collaboration with local community child and youth services in the area and received an award for innovation from Network of Community Activities, the peak body for outside school hours care.

## Encouraging responsible pet 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

In Q4, in association with the Cat Protection Society and Sylvania Vet Clinic (the current service provider for the Sutherland Shire Animal Shelter) the City provided subsidised desexing and free micro-chipping for the companion animals of residents who hold a valid pensioner concession or Health Care Card. The fee paid by the resident included transport to and from the veterinary clinic on the day of surgery. In Q4, 19 cats were microchipped; and 2 dogs and 27 cats were desexed.

**On Track**

The City also provided free registration for eligible pensioners' first animals, with heavily discounted fees for subsequent pets owned by the same person. In Q4 31 animals were provided with discounted registration.

In Q4 the City's dog training program continued, 86 dogs and their owners graduated from the course. Since the inception of the dog training program in 2006, over 3,000 residents and their dogs have completed the course.

## Use of the City's parks and open spaces

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 Officer 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 1,007 hours spent in Q4 on these patrols.

**On Track**

## 6.3 Local enterprise and employment opportunities are diverse and sustainable.

| Major Projects  | Completion Date | % Complete | Progress To Date   | Status          |
|---|-----------------|------------|--|-----------------|
| <b>Information and research</b>   |                 |            |  |                 |
| Develop precinct studies for each village business precinct, incorporating the findings from the Floorspace and Employment Survey | 2016            | 100        | The City has now released Local Area Profiles for Business, a new resource for the City's local business owners hosted on our external website. The Profiles have been produced to provide a structured summary of the key economic characteristics and unique features of each of our local areas, written for a business audience. The profiles provide up-to-date information on character of place, residents, businesses, workforce, visitors and customers and future outlook. | <b>Complete</b> |

| Major Programs                         | Progress To Date  | Status          |
|--|---|-----------------|
| <b>Monitoring and compliance</b>       |   |                 |
| Health and Building Compliance Program | <p>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.</p> <p>Additionally, the City continues to investigate complaints across a range of areas including building compliance, fire safety, public health and food premises.</p> | <b>On Track</b> |

## Local Business Planning

Work with small businesses to establish small scale niche businesses in the village precincts

- Llankelly Place Outdoor Dining Trial – The 12 month pilot has been extended until 31 December 2015 to allow expanded outdoor dining in the laneway. Cafes report increased trade with three participating businesses increasing staff hours in the first 12 months of the trial. Vacant premises in the laneway have reduced from four to one.
- Kings Cross Parking Station - A three month 30 minute free parking trial which was to finish on 30 June 2015 has been extended by 12 months until 30 June 2016 to more fully assess outcomes. The trial aims to assist in stimulating trade in the Potts Point area since the introduction of the lock out laws and focuses on both day and night time trade.
- Village Main Street Parking Trial - The 12 month parking trial finished on 31 December 2014. However a decision has been made to continue the 15 minute free parking on nine main streets until such time as the City has had the opportunity to carry out a full assessment of the impacts.

**On Track**

#### 6.4 Local economies are dynamic, robust and resilient.

| Major Projects   | Completion Date | % Complete | Progress To Date  | Status          |
|--|-----------------|------------|---|-----------------|
| <b>Local Economic Development</b>  |                 |            |   |                 |
| Prepare an Action Plan with a focus on the development of local village economies. | 2015            | 50         | <p>During the past year, work has continued on the development of the draft Village Business Action Plan. Key areas of focus and areas for potential action by the City have been identified following an engagement program with local small business owners.</p> <p>In September 2014, Council resolved to join the Small Business Friendly Councils program developed by the Office of the Small Business Commissioner in partnership with the NSW Business Chamber. The City's long-standing actions to support small business are in accordance with the Program.</p> <p>To help local business owners, or those looking to open a business, the City developed 10 local area profiles for business highlighting the economic characteristics and unique character of each location within the City of Sydney. The profiles for business were developed using detailed local economy data from our floor space and employment survey, census data from the Australian Bureau of Statistics and other sources. The profiles are housed on the City's website.</p> | <b>On Track</b> |

| Major Programs  | Progress To Date  | Status          |
|---|---|-----------------|
| <b>Local Economic Development</b>   |   |                 |
| Provide precinct and business partnership support to encourage small businesses to operate in main streets. | <p>In 2014/15 the City has provided a range of support to encourage small businesses to succeed in the City's villages. These include:</p> <p><b>Business Capacity Building</b></p> <ul style="list-style-type: none"> <li>• Ten Business 101 Seminars were run on a variety of topics specifically to assist existing business operators or potential start-ups attracting 1058 attendees.</li> <li>• One China Connect- Cultural Awareness for Business workshop was conducted by the City which attracted 40 people.</li> <li>• The City partnered with the Office of Small Business to promote the Small Biz Connect program to village businesses, also the locations of the Small Biz Bus.</li> <li>• Intercept Surveys of three areas – Glebe, Haymarket and Potts Point – have been undertaken in the year which will provide insights into the local customer base of these areas to assist local businesses and inform planning processes.</li> <li>• The City Business e Newsletter is produced bi-monthly with 1745 subscribers as at 30 June 2015.</li> </ul> <p><b>Marketing and Promotion</b></p> <ul style="list-style-type: none"> <li>• 100,000 English and 20,000 Chinese editions of The Little Book of Sydney Villages were produced for distribution across all city kiosks and leading hotels. The guide has achieved significant media since its launch in March 2015.</li> <li>• 130 businesses participated in the Christmas in the Villages campaign in December 2014. In addition 190 entries were received in the Christmas Instagram Best Window Competition. A Christmas visual merchandising workshop attracted 75 participants.</li> <li>• 110 businesses participated in the Fashion in the Villages campaign in September 2014. The campaign leveraged the month of fashion activities which included Mercedes Benz Fashion Festival and Vogue Fashion's Night Out.</li> </ul> | <b>On Track</b> |

- 71 Chinatown businesses participated in Asia on your Doorstep which leveraged Sydney Good Food Month 2014. The highlight event - Little Eat Street - a street food activation as part of the Chinatown Friday Night Market attracted approximately 40,000 additional people to the area.

The City also became a member of the Small Business Friendly Councils program, run by the Office of the Small Business Commissioner, hosting a conference in Sydney Town Hall for representatives from Councils across NSW.

|  |  |                 |
|--|--|-----------------|
| Implement priority actions from the Village Business Action Plan | The Village Action Plans are currently being developed. Work continues to be delivered to support businesses within the village area, as outlined below. | <b>On Track</b> |
|--|--|-----------------|

## Financial support

|   |   |                 |
|---|---|-----------------|
| Provide financial and value in kind support by way of the grants program. | In 2014/15 the City supported ten precinct based Chambers of Commerce to the total value of \$645,000. Activities were undertaken to highlight and celebrate the unique characteristics of individual precincts and encourage greater patronage of local businesses. Activity took place across the precincts and included networking events for chamber members. Activity also included consumer facing programs such as local gallery walking tours, an art prize, the production of destination guides and shop local campaigns. | <b>On Track</b> |
|---|---|-----------------|

## Marketing and promotion

|  |   |                 |
|--|---|-----------------|
| Improve the profile and visitation levels to local precincts through local marketing and branding initiatives. | <p>Promotional activities -</p> <ul style="list-style-type: none"> <li>• Little Book of Sydney Villages – 90,000 English and 20,000 Chinese editions of the guide were printed in the quarter. The guide continues to prove very popular. Within the first month of being uploaded on to the City's website, the guide received 10,965 views. 3,000 hard copy guides were distributed via Fashion Week, 500 to Business Events Sydney for visiting delegates, 500 to Writers Festival and 150 guides to visiting journalists in Sydney for Vivid.</li> <li>• Time Out Promotion - 35,000 copies of The Little Book of Sydney Villages were distributed as an insert in the June 2015 edition of Sydney Time Out. Through this means, the guide was expected to reach an audited readership of 140,105. In addition, on 26 June 2015, the City ran a special promotion in Time Out's electronic direct mail (EDM) promoting The Little Book of Sydney Villages. The EDM assisted the guide to reach a further 55,300 online subscribers.</li> <li>• Illuminate Oxford - 27 people took the opportunity to take part in a promotion to raise the profile of the diversity of business in the Oxford Street Precinct. Of the 38 businesses that took part in the showcase, 60% sold goods or services on the night and 100% said they would participate in a similar promotion again.</li> <li>• Vivid Sydney - working in partnership with Destination NSW, the Business Precincts Team facilitated the installation of Vivid promotional marketing packs incorporating Vivid Sydney branding into 50 Chinatown businesses.</li> <li>• Intercept Surveys – The results of the three studies (Haymarket, Glebe and Potts Point) undertaken by Woolcott Research were presented to stakeholders at a series of meetings hosted by the City in June 2015. The final reports will be uploaded to the City's business website pages and promoted via the City's marketing channels.</li> </ul> | <b>On Track</b> |
|--|---|-----------------|

## 6.S.1 Key Performance Indicators

### Local economies - Develop and support local economies and employment

| Key Performance Indicator                       | Unit | 2012/13<br>Result | 2013/14<br>Result | 2014/15<br>Target | 2014/15 Result<br>Q1 | 2014/15 Result<br>Q2 | 2014/15 Result<br>Q3 | 2014/15 Result<br>Q4 | 2014/15 Result<br>YTD | Comment   | Status          |
|---|------|-------------------|-------------------|-------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|---|-----------------|
| Amount of footway dining in the Village Centres | m2   | 3,023.76          | 3,425.76          | 3,206             | 3,423.4              | 3,524.3              | 3,540.5              | 3,759.81             | 3,759.81              | There has been a number of large approvals, accounting for the increase for this quarter. | <b>On Track</b> |



| Libraries and learning -<br>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 | 2012/13  | 2013/14  | 2014/15 | 2014/15 Result |        |        |        |          | Comment   | Status         |
|   |      | Result   | Result   | Target  | Q1             | Q2     | Q3     | Q4     | YTD      |   |                |
| Number of active library memberships  | No   | 26,761   | 26,690   | 30,560  | 27,765         | 32,182 | 36,190 | 38,583 | 38,583   | Active members have increased by over 12,200 during 2014/15. This is due to new members joining the Library, aligning the definition of "active member" to SLNSW (active in 38 months instead of 12 months) and the removal of non-resident fees.   | Indicator Only |
| Items borrowed from libraries   | 000  | 1,170.36 | 1,122.43 | 1,280   | 279.93         | 271.95 | 286.98 | 285.39 | 1,124.25 | While the first two quarters of 2014/15 saw a fall in loans compared with the same time in the previous year, there was an increase in loans in quarters 3 and 4 of 2014/15 compared with the first two quarters for this year as well as the previous year. This was due to the uptake of e-resources which had been launched, such as e-magazines and e-newspapers.   | Indicator Only |
| Number of visitors to libraries   | 000  | 1,145.35 | 1,319.53 | 1,300   | 312.39         | 325.83 | 343.45 | 312.3  | 1,293.97 | Comparison between FY14/15 and FY13/14 is difficult because door counters were upgraded mid 13/14 with continued issues until end of 13/14. The new counters are more accurate and reliable, so figures for FY14/15 are the new benchmark for the library. Q1 is much lower than normal due to reopening of Haymarket Library and re-connection of people counters 2 months into Q1. Q3 numbers have been modified to align with updated branch statistics. | Watch          |
| Children's services -<br>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 | 2012/13  | 2013/14  | 2014/15 | 2014/15 Result |        |        |        |          | Comment   | Status         |
|   |      | Result   | Result   | Target  | Q1             | Q2     | Q3     | Q4     | YTD      |   |                |
| Children supported through City of Sydney's Children Services   | No   | 1,419    | 1,373    | -       | 803            | 92     | 230    | 81     | 1,206    |   | Indicator Only |
| Level of customer satisfaction - Annual parent satisfaction survey across Council's 10 Children's Services  | %    | -        | 93       | -       | -              | -      | -      | 92     | 92       |   | Indicator Only |
| 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    | -       | -              | -      | -      | 1,829  | 1,829    |   | Indicator Only |

| Community health and well-being -<br>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 | 2012/13<br>Result | 2013/14<br>Result | 2014/15<br>Target | Q1      | 2014/15 Result |         |  | Q4      | YTD     | Comment   | Status         |
| Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)   | %    | 95.5              | 98.25             | 85                | 100     | 95             | 100     |  | 100     | 98.75   |   | On Track       |
| Open space per capita (measured annually)   | m2   | 20.89             | 20                | 24                | -       | -              | -       |  | 18.3    | 18.3    | Additional open space provided this year include Sweetacres Park ( 5,000m2), the extension to Mary O'Brien Reserve (4,268m2) and Glebe Foreshore Stage 5 (4,000m2) . Barangaroo Headland Reserve (60,000m2) is due to open in Q1 2014/15. Despite the additional open space, the target was not achieved due to the increasing resident population. | Watch          |
| Area of parks and open space managed by the City of Sydney (measured annually)  | ha   | 190.64            | 191.64            | 190               | -       | -              | -       |  | 191     | 191     | Includes three new parks in Glebe and Rosebery.   | On Track       |
| Attendances at aquatic and leisure centres  | 000  | 1,274             | 1,568             | 1,300             | 318     | 407            | 447     |  | 248     | 1,420   |   | On Track       |
| Social Programs and Services -<br>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 | 2012/13<br>Result | 2013/14<br>Result | 2014/15<br>Target | Q1      | 2014/15 Result |         |  | Q4      | YTD     | Comment   | Status         |
| Total Number of Meals provided through Centre Based Meals and Meals on Wheels   | No   | -                 | 59,826            | -                 | 14,756  | 13,502         | 14,004  |  | 14,649  | 56,911  |   | Indicator Only |
| Total bookings by community groups using City Spaces  | No   | 7,403             | 9,138             | 10,000            | 2,502   | 2,451          | 2,433   |  | 2,775   | 10,161  |   | On Track       |
| Number of volunteers involved with City of Sydney services, programs and events   | No   | 3,544             | 3,479             | -                 | 965     | 898            | 756     |  | 978     | 3,597   | Volunteers contributed to different programs including Meals on Wheels, Seniors Week, Youth Week, Community Garden, Living Harmony, Records Management in addition to supporting events such as Mother's Day and Vivid.   | Indicator Only |
| Total overall attendance at City Spaces   | No   | 605,604           | 726,962           | 720,000           | 185,487 | 169,679        | 178,190 |  | 175,351 | 708,707 | This 1.5% variation from the target may be related to renovations at 2 facilities.  | Watch          |
| Percentage of people surveyed accessing City Programs and Services who report an increase in their connectedness to the community   | %    | -                 | 91                | -                 | -       | 90             | -       |  | 90      | 90      |   | Indicator Only |

| Percentage of people surveyed accessing City Programs and Services who report an improvement in their physical health   | %    | -       | 91      | -       | -  | 91             | -  | 88 | 88  |   | Indicator Only |
|---|------|---------|---------|---------|----|----------------|----|----|-----|---|----------------|
| Percentage of surveyed people of people accessing City Programs and Services who report an improvement in their social wellbeing                                      | %    | -       | 92      | -       | -  | 91             | -  | 83 | 83  |   | Indicator Only |
| Percentage of people surveyed accessing City Programs and Services who report they are satisfied with the service they have received                                  | %    | -       | 93      | -       | -  | 95             | -  | 96 | 96  |   | Indicator Only |
| Percentage of people surveyed accessing City Programs and Services reporting an increase in their skills and knowledge  | %    | -       | 93      | -       | -  | 91             | -  | 92 | 92  |   | 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         | %    | -       | 93      | -       | -  | 91             | -  | 95 | 95  |   | 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   | -       | 6       | -       | -  | 3              | -  | 4  | 7   | A number of local Indigenous people continue to be employed in the media, entertainment and television industry through the Media Ring program supported by the City, including the Media Ring coordinator. | 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 | 2012/13 | 2013/14 | 2014/15 | Q1 | 2014/15 Result |    |    | YTD | Comment   | Status         |
|   |      | Result  | Result  | Target  |    | Q2             | Q3 | Q4 |     |   |                |
| Dogs and cats impounded (less is better)  | No   | 177     | 211     | -       | 31 | 47             | 50 | 48 | 176 | There were 48 animals impounded in Q4, which gave us a total of 176 for the year. This is 20% less than the previous year.  | Indicator Only |
| Animals reclaimed by their owners   | No   | 102     | 59      | -       | 15 | 17             | 13 | 10 | 55  |   | Indicator Only |
| Animals rehoused from the shelter   | No   | 83      | 115     | -       | 24 | 23             | 26 | 38 | 111 |   | Indicator Only |
| Animals euthanized at the pound and external Veterinary Clinics   | No   | 16      | 26      | -       | 1  | 4              | 1  | 0  | 6   |   | Indicator Only |
| Dog attacks   | No   | 129     | 135     | -       | 30 | 29             | 40 | 27 | 126 | Although the number of dog attacks for Q4 was considerably less than what was reported in Q3, the number of attacks reported year to date is consistent with previous years.                                | Indicator Only |

|   |     |       |       |       |       |       |       |       |       |                |
|---|-----|-------|-------|-------|-------|-------|-------|-------|-------|----------------|
| Dog was subsequently declared dangerous or menacing | No  | 3     | 3     | -     | 1     | 1     | 1     | 0     | 3     | Indicator Only |
| Hours per quarter in parks on proactive inspections | No. | 5,699 | 5,774 | 3,540 | 1,355 | 1,075 | 1,461 | 1,007 | 4,898 | 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

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

| Major Projects  | Completion Date | % Complete | Progress To Date   | Status   |
|---|-----------------|------------|--|----------|
| <b>Creative Public Domain</b>   |                 |            |  |          |
| Develop a Public Art Policy   | 2016            | 100        | Policy complete  | Complete |
| Implement a City Centre Public Art Plan as part of City Transformation                                | 2017            | 35         | Implementation of City Centre Public Art Plan underway with all projects on track.   | On Track |
| Implement the Green Square Public Art Strategy  | 2017            | 50         | The Green Square Public Art Strategy is currently being implemented with all projects on track.  | On Track |
| Develop a City of Sydney Events Strategy that also enhances the use of city streets and public spaces | 2016            | 25         | Development of an Events Strategy has been deferred until the financial year 2015/16.  | Watch    |
| Deliver the Art & About program to showcase creative activities in public spaces.                     | 2016            | 100        | <p>Art &amp; About Sydney 2014 featured the most successful launch to date, the Quarter Acre Block Party in Martin Place. A new creative approach was utilised for the design of the physical elements of the event to great success.</p> <p>The festival saw the return of the Banner Gallery with 560 banners installed on the City's banner network . Hyde Park north hosted Sydney Life which has been transformed into a national competition named Australian Life. The expansion to Australian Life included an instagram competition which attracted more than 30,000 on line entries.</p> <p>2014 also saw the beginning of a process to transform Art &amp; About Sydney into a program with projects running outside the festival period. In November, Street Light Disco, an installation of mirror ball effect street banners became part of the City Christmas program. 23 Street Light Disco banners were installed in Martin Place during the Christmas season.</p> <p>The installation piece Neon Nomads was installed in Hyde Park South displaying images of humanity, freedom and technology which were created by leading artists.</p> <p>The forecourt of the Queen Victoria Building was home to 'Us', an outdoor photographic studio which invited strangers to come together for old school style group photos and was created by James Dive, The Glue Society.</p> | Complete |

Boodies inUrban spaces was a mobile performance piece with 20 human bodies cramming themselves into doorways, alcoves and any gap they could find in the CBD with the audience following from space to space.

The high energy contemporary dance piece 'Trolleys' utilised Martin Place, Customs House Forecourt, Pitt Street Mall and Hyde Park.

| Cultural Ribbon  |   |    |   |          |
|--|---|----|---|----------|
| Develop a Cultural Ribbon Strategy   | 2017  | 60 | The Draft Cultural Ribbon Strategy report has been completed for internal and stakeholder consultation.<br>The associated project conducted with the Dictionary of Sydney (Cultural Ribbon Foreshore Histories) was uploaded to the Dictionary of Sydney website. | On Track |
| Major Programs   | Progress To Date  |    |   | Status   |
| Creative Public Domain   |   |    |   |          |
| Implement the City 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. | Key outcomes for 14/15 include:<br><br>Short Term Projects:<br>1. Mural Register and Street Art Review Project – report to Council 2015.<br><br>Permanent projects:<br>1. City Centre Public Art - Three artists endorsed by Council for the George Street Spine and the East - West Connectors now engaged in design development of projects.<br>2. Thomas Street, Haymarket - Public Art by Lindy Lee as part of Street Upgrade – under construction.<br>3. Eora Journey: Recognition in the Public Domain - YININMADYEMI Thou didst let fall by artist Tony Albert launched in March as part of the Eora Journey Recognition in the Public Domain.<br>4. Eora Journey: Recognition in the Public Domain - Brief for the Monument for the Eora now in development for release in mid- 2015. Stakeholder engagement underway.<br>5. Green Square - Drying Green - Kerrie Poliness engaged in construction documentation of artwork.<br>6. Green Square - Former Royal South Sydney Hospital Site - artist Maria Fernanda Cardoso engaged in design development of artwork.<br>7. Green Square - Stage One EOI for Connecting Project open until end of July. Select Tender for short listed artists will follow.<br>8. Capital works Heffron Hall Public Art - Jennifer Turpin and Michaelie Crawford to commence fabrication of the artwork SWING<br>9. Capital Works Crown Street Upgrade - Astra Howard engaged in design development of artwork.<br>10. Biennale Legacy Artwork. Planning underway for the next Legacy Artwork as part of the 20th Biennale of Sydney.<br>11. GLBTI brief for Curatorial Adviser due for distribution in 2015.<br><br>Conservation:<br>Conservation program on-going.<br>Key projects include:<br>1. Conservation of the Dixon Street Catenary and restoration of the artwork Heaven<br>2. Restoration of the Fraser Fountain<br>3. Conservation of the Walter Rennie Memorial |    |   | On Track |
| Develop systems and continuous improvement of the event initiation and delivery process to ensure small scale creative activity is viable.   | The City has begun gathering data to improve understanding of cultural activity in the public realm. This includes the implementation of a new customer service system, exit interviews and surveys for major events, and two monthly   |    |   | On Track |

reports on all bookings for activity in the public realm. This data will help inform policy development, and will connect with the development of further evaluation mechanisms during the 2015/16 financial year.

|  |  |                 |
|--|--|-----------------|
| Implement projects and initiatives arising from the Cultural Policy's 5-year Strategic Priorities Plan focused on Creativity in the Public Domain. | The City has begun gathering data to improve understanding of cultural activity in the public realm. This includes the implementation of a new customer service system, exit interviews and surveys for major events, and two monthly reports on all bookings for activity in the public realm. This data will help inform policy development, and will connect with the development of further evaluation mechanisms during the 2015/16 financial year. | <b>On Track</b> |
|--|--|-----------------|

## Cultural Precincts

|   |   |                 |
|---|---|-----------------|
| Implement projects and initiatives arising from the Cultural Policy's 5-year Strategic Priorities Plan focused on Precinct Distinctiveness. | <p>A number of initiatives have occurred during the year to support precinct distinctiveness including:</p> <ul style="list-style-type: none"> <li>- a revised Grants and Sponsorship Policy was adopted in September 2014. It includes a Festival and Events sponsorship program that has as a priority, funding for projects that enhance precinct distinctiveness.</li> <li>- the City of Sydney's City Art website has been updated to better promote the City's existing and future public art projects. City Art is the City of Sydney's program for public art, supporting local and international artists to contribute to the creative and cultural heartbeat of the City. The website provides information resources on the hundreds of sculptures, monuments, fountains, murals and memorials in the City's care.</li> </ul> <p>The City has amended its Hoardings and Scaffolding Policy to "require hoardings to meet prescribed minimum design criteria including the display of public art and graphics." The purpose of this reform is to facilitate the use of hoardings as a creative canvas for Sydney's public domain. This reform facilitates the development of a project, set for delivery in 2016, to provide opportunities for artists and designers modelled on the Urban Canvas project undertaken in New York City.</p> | <b>On Track</b> |
|---|---|-----------------|

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

| Major Programs  | Progress To Date   | Status          |
|---|--|-----------------|
| <b>Creative Participation Programs</b>  |  |                 |
| Provide direct financial grants and/or in kind support to a range of cultural groups  | <p>In 2014/15, 74 cultural projects were approved for total of \$1,261,890 in cash and value in kind.</p> <p>This includes support for a range of projects and events including, Sydney Youth Orchestra Inc for free Toddlers' Proms in Redfern; Rinse Out Inc for the Underbelly Arts Lab &amp; Festival; International Performing Writers Association for a Multilingual Poetry Slam; First Draft Inc for a scheme of Public Programs; and support for Griffin Theatre Company to support their Commissioning and Creative Development Program for Culturally Diverse Playwrights.</p>   | <b>On Track</b> |
| Implement projects and initiatives to improve New Avenues for Creative Participation. | <p>In December, 2014 Council resolved to enter into a 99 year lease with Greenland (Sydney) Bathurst Street Development Pty Ltd to enable the development of a creative space, including studios, rehearsal rooms, and a sprung dance floor, within their development on the corner of Bathurst and Pitt Streets.</p> <p>The City has provided a grant to the Sydney Fringe Festival to partner in researching barriers to pop-up performance spaces. This will inform the development of a temporary theatre license designed to allow both vacant shopfronts and existing businesses to host creative activity for short periods of time. The project, to be undertaken alongside the 2015 Fringe Festival, involves collaboration with surrounding councils, and aims to identify areas in which planning and building assessment can be streamlined to increase the volume of cultural activity in our village centres and main streets.</p> <p>The City now provides an opportunity for a writers residency attached to the Premier's Literary Award. This allows</p> | <b>On Track</b> |

award winners to undertake residencies in the City's libraries.

In accordance with the cultural policy, the City has launched an online guide for house histories. This provides easy access to details of ownership, occupation, construction and value for properties in the City of Sydney local government area between 1845 and 1948. These records offer valuable family and property history that is not available from any other source.

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

| Major Projects  | Completion Date  | % Complete | Progress To Date  | Status   |
|---|--|------------|---|----------|
| Culture Infrastructure  |  |            |   |          |
| Develop a Cultural Infrastructure Plan  | 2016   | 0          | No action to report. Development of the plan has been deferred.   | Watch    |
| Business Capacity Building  |  |            |   |          |
| Finalise and adopt the City of Sydney Cultural Policy and Action Plan   | 2014   | 100        | Council adopted the City's Cultural Policy and Action Plan in August 2014 and implementation is underway. | Complete |
| Major Programs  | Progress To Date   |            |   | Status   |
| Business Capacity Building  |  |            |   |          |
| Through the Commercial Creative Events Sponsorship Program, secure and support major events that deliver creative and economic outcomes for the City. | Through the Commercial Creative Events Sponsorship program, a number of key events supported by the City have taken place over the last year including Mercedes Benz Fashion Festival Sydney and Vogue Fashion's Night Out (2014) and Australian Fashion Week (2015). The City continues to work with Destination NSW to secure premiere musicals to Sydney. In December 2014, Council resolved to support the Australian premiere of Matilda the Musical. Additionally, in December 2014, Council resolved to continue to support Vogue Fashion's Night Out from 2015 - 17 and in May 2015, Council resolved to also continue to support Mercedes Benz Fashion Festival Sydney also for a further three years. The events supported through this program deliver significant benefits to city businesses, particularly those in the tourism, hospitality and retail sectors.  |            |   | On Track |
| Implement the priority actions arising from the Cultural Policy and Action Plan   | The Creative City cultural policy and action plan was adopted in August 2014 and continues to be implemented.<br><br>Cultural Strategy staff continue to provide support to the creative sector in navigating planning and regulatory matters. Support is provided to a wide array of cultural activities, including public events, new and existing venues, creative enterprises, not-for-profits and small businesses seeking to incorporate cultural activity.<br><br>In February 2015 a trainee Administration Assistant position was created within the Cultural Strategy team through the Federal Government's ArtsReady program.<br><br>In March 2015 Art Money was launched with seed-funding from the City. Art Money provides interest free loans for art purchases from local galleries, and was included as a key action with Creative City.<br><br>In May 2015 Council resolved to provide the Sydney Fringe with funding to support a pop-up theatres project to inform the development of a temporary cultural venues process for the City of Sydney. This project is currently being implemented.<br><br>A range of research projects have been undertaken throughout the year, focusing on documenting regulatory |            |   | On Track |

challenges faced by the cultural sector. This research is being used to inform internal policy reform and advocacy to the state government for legislative reform.

|  |  |                 |
|--|--|-----------------|
| Implement priority projects from the Live Music Live Performance Action Plan | <p>The Live Music and Performance action plan continues to be implemented.</p> <p>Performance Facilities: On 30 March Council resolved to change the governance model of City Recital Hall and establish a not-for-profit organisation to increase its utilisation and performance. The City has received approval from the Minister for Local Government to establish a not-for-profit entity to manage the facility and the board has been appointed, with Renata Kaldor as Chair.</p> <p>Industry liaison: The Strategy Advisor - Live Music and Performance role has provided advisory services to 73 existing organisations.</p> <p>Rehearsal space: The Student Rehearsal Program has been implemented. Since its inception there have been 597 bookings made by 53 separate individuals and groups.</p> <p>Building lifelong commitment to live music and performance: Four local venue based all ages events have been developed and delivered by the Sydney Youth Music team. The Sydney Youth Music team is now partly funded by and delivered in partnership with Music NSW's Indent Program and will be participating in the 2015 NSW tour organised by Indent teams across the state.</p> <p>Live Music Programming Advisor: Council has resolved to provide \$35,000 to the Australasian Performing Right Association for the piloting of a Live Music Programming Advisor resource. The resource will advise local businesses and existing venues on strategies to introduce or optimise live music programming and grow audiences.</p> <p>Creative Spaces and the Built Environment Forum: The City held its first 'Creative Spaces and the Built Environment Forum' in June at the University of Sydney, attracting 123 attendees. The forum featured speakers from across the cultural and building sectors and attracted very positive feedback from attendees.</p> | <b>On Track</b> |
|--|--|-----------------|

#### 7.4 The appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression is encouraged.

| Major Projects  | Completion Date | % Complete | Progress To Date  | Status          |
|---|-----------------|------------|---|-----------------|
| <b>Eora Journey</b>   |                 |            |   |                 |
| Continue work in support of a cultural centre and major event celebrating Aboriginal and Torres Strait Islander culture | 2015            | 85         | The Aboriginal Cultural Centres Audit Report by Museums and Galleries NSW was completed and is currently under review and analyses with further research to be carried out. | <b>On Track</b> |
| Eora Journey - Recognition in the Public Domain   | 2018            | 45         | The Eora Journey: Recognition in the Public Domain program is currently underway with all projects on track.  | <b>On Track</b> |
| Eora Journey Economic Development Plan  | 2016            | 55         | Research and consultation undertaken in 2014-15 year has resulted in Council endorsement of a number of early actions prior to finalisation of the Action Plan.             | <b>On Track</b> |



**7.5 The creative use of existing resources, institutional structures, new technologies, and the skills and experiences of our diverse communities has expanded the community's access to lifelong learning and knowledge sharing.**

| Major Programs  | Progress To Date   | Status          |
|---|--|-----------------|
| <b>Improving Access; Creating Markets</b>   |  |                 |
| Implement projects and initiatives to improve access to and support in developing creating markets that supporting access to cultural products and experiences. | In March 2015 Art Money was launched with seed-funding from the City. Art Money provides interest free loans for art purchases from local galleries, and was as a key action in Creative City, the City's Cultural Policy and Action Plan.   | <b>On Track</b> |
| <b>Sharing Knowledge</b>  |  |                 |
| Deliver an annual program which shares Sydney's history and heritage with the community.  | <p>The City has delivered 32 public talks in 2014/15, reaching an audience of 1,144 people. Audiences were varied and included community clubs, library programs, historical societies, cultural consumers and general public audiences. The City has responded to over 200 public requests for historical information and references over 2014-15.</p> <p>Digital presentation and publication of history is a strong focus for the City. The online house histories guide was published in December 2014, along with nine case studies demonstrating the type of information available to researchers. Workshops will be rolled out associated with the digital guide. The Sydney Culture Walks app has transformed the history walking tour brochures into curated walks and points of interest onto smartphones. Fbi Radio nominated the Sydney Culture Walks App for a SMAC award in the Remix the City category - recognition of the app's relevance and appeal to a contemporary cultural audience. New walks are planned, including an Aboriginal history walk around Warrane (Sydney Cove), to be uploaded for 2016 NAIDOC week.</p> <p>The oral history project to honour Aboriginal and Torres Strait Islander men and women who served their country has supported the development of the artwork 'Yininmadyemi - Thou didst let fall'. As well as being published on the oral history website, the interviews are also featured on the Barani website. Historical content was prepared and shared for banners at NAIDOC week, displays at Yabun festival, and collateral for the Yinninmadyemi launch. A display about Aboriginal service was coordinated with the Library Programs Team.</p> <p>Work has continued to upload new digitised oral histories onto the website to make them publicly accessible. Three key collections uploaded in 2014/15 have been the Sue Rosen South Sydney project, the Millers Point project recorded by Department of Housing, and the Aboriginal service men and women.</p> <p>Histories about local parks and sites were provided for information boards at park openings. This is a large ongoing project that is now up to stage 4. Over 100 parks now feature short, locally specific histories about the park or surrounding area.</p> <p>Five manuscripts were supported through the History Publication Sponsorship Program in 2014/15, enabling five new history books relevant to the local government area to be published.</p> <p>The manuscript for the history of the former municipalities of Redfern, Alexandria and Waterloo researched and written by the City Historian was submitted to the publisher, New South Publishing. This historical research has also 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. Advice has been provided for the South Sydney Hospital site, Green Square Town Centre, library and plaza, and the aquatic centre.</p> | <b>On Track</b> |
| Develop a 5-year plan for the City's Library network  | The Library 5 year plan builds on the four strategic pillars (collections, technology, programs and spaces) to assist the Library to operate more effectively and deliver a contemporary, innovative library service. The strategic framework for the Library will focus on contemporary, innovative collections; trend-setting technology; welcoming, inspiring spaces and facilities; life-long learning, social connections and cultural experiences; community and business engagement and outreach; exceptional customer experiences; valued membership and services; and a highly capable, committed   | <b>On Track</b> |

workforce.

Work has been conducted to draft an overarching library strategy including sections on collections development, workforce, programs, technology and spaces. This work will be completed in Q1 2015/16. All staff have been involved in the development of the strategy.

A major focus of the 5 year plan will be on technology activation to enable the library to deliver trend-setting services and enable staff to undertake more value-adding customer services. Two major technology projects in 2015/16 will see the implementation of self-service technology (RFID) and public access IT upgrade. In collections, major developments launched in 2014/15 and to continue in 2015/16 has seen the growth of digital resources with e-books, e-magazines, e-newspapers, e-audio and streaming music.

The 5 year plan also focuses on spaces with the Library investing \$40 million in the launch of the Green Square library.

Deliver an annual series of City talks events and forums that share current ideas, issues and opinions on cities and urbanism.

In 2014/15, the City delivered:

- CityTalks Design – Art in the City
  - attended by 104 key stakeholders
  - speaker Mark Davy of Futurecity shared with the audience great built design in other global cities and how artists could change and shape our cities.
- CityTalks Sydney - Solving Sydney's Housing Affordability Crisis
  - attended by 482 people of which 156 were key stakeholders
  - 50% of key stakeholders attended were new stakeholders
  - 140,000 Twitter accounts reached
  - addressed the issue of housing supply diversity and affordability and discussed how to ensure housing choice and affordability is improved for both current and future generations
- CityTalks Sydney - A Tale of Three Cities (Walk 21)
  - attended by 423 member of the public and 77 key stakeholders
  - 30% were new key stakeholders
  - 178,000 Twitter accounts reached
  - 3 keynote speakers discuss their prospective three cities: Don Miskell from Christchurch, a city destroyed by a catastrophic earthquake; Graham Jahn from Sydney, a city entering into its biggest transformation; and Brent Toderian from Vancouver, a city successfully built to balance density, mobility and the environment
- CityTalks Sydney - Gigabytes and Giving Back
  - attended by 668 member of the public and 84 key stakeholders
  - 45% were new key stakeholders
  - 179,600 Twitter accounts reached
  - Google's Jacqueline Fuller gave a positive keynote speech on the philanthropic work of the tech giant which was followed by a spicy panel discussion that debated the balance between individual and corporate social good, tax avoidance and publicity
- CityTalk - The Price of Inequality with Joseph Stiglitz
  - the best result in terms of attendance, tweetreach and excitement generated
  - Nobel Prize winning economist Joseph Stiglitz as key note speaker
  - attended by a total of 1627 people, 1379 member of the public and 248 key stakeholders
  - 57.1% new key stakeholders reach
  - 690,280 Twitter accounts reached
  - 3 new partnerships established - The Economic Society of Australia, Australian National University and The Australia Institute

**On Track**

- Joseph Stiglitz delivered his message that social equality is the way to true prosperity and sustainability loud and clear during his keynote speech and conversation with MC Adam Spencer

## 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 | 2012/13 Result | 2013/14 Result | 2014/15 Target | Q1   | 2014/15 Result Q2 | Q3 | Q4 | YTD | Comment  | Status   |
|--|------|----------------|----------------|----------------|------|-------------------|----|----|-----|--|----------|
| Aboriginal and Torres Strait Islander cultural projects supported by the City. | No   | -              | 26             | 25             | 6.25 | 9.75              | 5  | 9  | 30  | In 2014/15 the City hosted both large and local events celebrating Aboriginal and Torres Strait Islander cultures, including NAIDOC in the City with over 7,000 participants and local programs in our community facilities such as Redfern Community Centre and our libraries. A special focus was on celebrating Indigenous service aligning with the Eora Journey artwork, Yininmadyemi. The City also supported a number of projects organised by community organisations through grants and sponsorship. This support enabled events such as Yabun Festival to continue to grow. The City adopted a Reconciliation Action Plan to guide and strengthen our work with Aboriginal and Torres Strait Islander communities. | On Track |

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

| Key Performance Indicator  | Unit    | 2012/13 Result | 2013/14 Result | 2014/15 Target | Q1  | 2014/15 Result Q2 | Q3  | Q4  | YTD    | Comment  | Status         |
|--|---------|----------------|----------------|----------------|-----|-------------------|-----|-----|--------|--|----------------|
| Value of cultural grants approved by the City of Sydney (excluding the Major Festivals Grants) | \$ '000 | -              | 1,012          | -              | 913 | 217               | 61  | 20  | 1,211  |  | Indicator Only |
| Creative organisations in creative spaces supported by the City of Sydney                      | No      | -              | 121            | -              | 135 | 155               | 140 | 176 | 176    | 176 organisations across 66 spaces participated in the Oxford and William Street Creative Spaces Programs, the Cultural Accommodation Grants Tenants, the Short Term Creative Space Program, and Cultural tenants receiving Reduced Rate hire and leasing. | Indicator Only |
| Attendances at Art & About   | No      | -              | 37,000         | -              | -   | 45,434            | -   | 0   | 45,434 |  | Indicator Only |

## 8 Housing for a diverse population

### 8.1 The City has an adequate supply of housing to cater for the needs of the growing and diverse population.

| Major Projects   | Completion Date   | % Complete | Progress To Date  | Status   |
|--|---|------------|---|----------|
| Policy   |   |            |   |          |
| Using the position paper as a basis, develop a Housing Strategy and Action Plan  | 2016  | 50         | The City's Housing Issues Paper was endorsed by Council for public exhibition in April 2015, and it is on public exhibition until 31 July 2015. The City will subsequently analyse submissions received to inform the development of a Housing Policy and Action Plan in 2015/16. | On Track |
| Prepare a position paper on the housing supply issues in the City to inform advocacy and stakeholder engagement  | 2014  | 100        | The City's Housing Issues Paper was endorsed by Council for public exhibition in April 2015, and it is on public exhibition until 31 July 2015. The City will subsequently analyse submissions received to inform the development of a Housing Policy and Action Plan in 2015/16. | Complete |
| Develop a land use planning position paper which addresses the progress towards delivering Sustainable Sydney 2030 and responds to the challenges and opportunities of evolving economic, demographic and environmental trends as well as Federal and State government plans and infrastructure projects | 2015  | 0          | The timing for this task is to be aligned with a future review of Sustainable Sydney 2030.  | Watch    |
| Major Programs   | Progress To Date  |            |   | Status   |
| Planning   |   |            |   |          |
| Address any unnecessary planning barriers to residential development   | For each review of planning controls the City works closely with relevant stakeholders to reduce unnecessary barriers.  |            |   | Watch    |
| Land Supply  |   |            |   |          |
| Progress rezoning of employment lands to allow residential uses including affordable housing in restricted zones if possible   | The Southern Employments Lands LEP amendment and DCP were approved by Council and the CSPC this quarter and are now in force. A draft guideline was also exhibited which addressees affordable housing and will be reported back to Council next quarter.   |            |   | On Track |
| Monitor the availability of public and private land for residential development  | As at June 2015:<br><br>12,422 private dwellings approved or under construction, 3,811 non-private dwellings approved or under construction, 7,641 private dwellings lodged but yet to be approved, and 195 non-private dwellings lodged but yet to be approved<br><br>During the 2014/15 financial year:<br><br>3,274 private dwellings were completed, and 1,526 non-private dwellings were completed<br><br>Across the LGA there were 101,321 private dwellings and 10,391 non-private dwellings |            |   | On Track |
| Work with inner city Council's, State Government, the community housing sector and other key stakeholders, to ensure an adequate and timely supply of land for residential development   | We continue to work closely with inner city Council's, State Government and other key stakeholders to ensure an adequate and timely supply of land.   |            |   | On Track |

## 8.2 The supply of affordable housing continues to grow to meet the community's needs.

| Major Programs  | Progress To Date  | Status          |
|---|---|-----------------|
| <b>Partnerships</b>   |   |                 |
| 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.   | We 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.  | <b>On Track</b> |
| <b>Planning</b>   |   |                 |
| Investigate planning controls to secure supply of affordable rental housing.  | <p>The new planning controls for the Employment Lands came into force on 12 June 2015. The planning controls encourage affordable housing through an affordable housing levy, permitting affordable housing in particular business zones and allowing potential site specific planning proposals where development makes appropriate contribution to infrastructure, including affordable housing. Council also adopted the Employment Lands Affordable Housing Program which guides the collection and distribution of funds resulting from the new affordable housing levy.</p> <p>The City has commenced high level discussions with a number of proponents in the southern employment lands to progress planning proposals that would include affordable housing.</p> <p>The City is working with UrbanGrowth NSW on a Housing Diversity Study which looks at the inclusion of affordable housing in the NSW Government's major urban renewal projects, including Central to Eveleigh, Bays Precinct and Parramatta Road. The City is continuing to look for opportunities to provide affordable housing through site specific amendments to planning controls.</p> <p>The City is exhibiting its Housing Issues Paper from May to July 2015. The Paper identifies the important housing issues facing the City and has been informed by the housing summit it hosted in March 2015 with 140 experts from a range of sectors providing feedback on the critical issues impacting housing affordability and diversity in Sydney. The Issues Paper will inform a new City Housing Policy which will address planning and affordable housing.</p> <p>In June 2015 the Council approved the sale of a 2,500m2 site for affordable housing, which the City secured through part of the rezoning and planning agreement for Harold Park. The development is expected to provide 76 units with about 20 per cent achieving the Liveable Housing Design Guidelines.</p> | <b>On Track</b> |
| <b>Urban Renewal</b>  |   |                 |
| Land has been acquired through VPA's for affordable housing at Harold Park. Other assets such as car parks may offer opportunities to build over subject to maintenance of parking for Council. Surplus land such as old depots can be used for affordable housing. | Land at Harold Park was approved for sale to City West Housing Pty Ltd, for a scheme yielding 76 dwellings for delivery by 2018. Surplus land from the East West Relief Route land acquisitions is now the subject of a Master Plan process to determine suitability and capacity. The Southern Employment Lands affordable housing program was approved including a Spot Rezoning mechanism for two "Investigation Areas", The City continues to work with Urban Growth NSW on a Housing Diversity Strategy which includes affordable housing to be applied to Central to Eveleigh and potentially other Urban Growth projects.  | <b>On Track</b> |
| <b>Advocacy</b>   |   |                 |
| Advocate additional Community Housing Providers for inclusion in Green Square Affordable Housing Program and dedication of land as well as units being allowed.   | The Council to Homeless Persons operating framework in NSW is responding to the new National Regulatory System for Community Housing. There are a number of other government reforms under consideration such as the incorporation of the Centre for Affordable Housing into the Department of Premier and Cabinet.   | <b>Watch</b>    |

The City's policy position in relation to affordable housing is under review and will follow the recently exhibited Housing Discussion paper. It is recommended that these issues be considered and addressed as part of the City's housing policy work and following the resolution of the state wide reforms mentioned above are complete.

### 8.3 The supply of social housing in the inner city is maintained or increased to provide for the needs of very low to low income households.

| Major Programs  | Progress To Date   | Status          |
|---|--|-----------------|
| <b>Homelessness Program</b>   |  |                 |
| Advocate for and support programs that reduce long term homelessness in the inner city. | <p>In 2014/15 the City entered into a grant agreement with the NSW Department of Family and Community Services to provide \$1.4 million per annum for three years for the delivery of services to help break the cycle of homelessness. This includes</p> <ul style="list-style-type: none"> <li>•\$600,000 per annum for the delivery of assertive outreach services to engage people sleeping rough in services to exit homelessness</li> <li>•\$200,000 per annum for the delivery of brokerage and case coordination services for young people with complex needs who are homeless or at risk of homelessness</li> <li>•\$600,000 to the Connect 100 program to provide 25 packages of accommodation and support in the inner city to provide sustainable housing options for people who identify that they have a connection to place in the inner city area.</li> </ul> <p>In April 2015, the City established an emergency shelter for rough sleepers during the extreme storm event. The shelter was delivered in partnership with the NSW Department of Family and Community Services and non-government homelessness services. Over 3 days, 61 people accessed the shelter. 45 people accepted temporary accommodation and received follow up support from specialist homelessness services. Two people were also offered permanent housing.</p> <p>The City and the NSW Department of Family and Community Services have entered into a joint Emergency Response Protocol for Rough Sleepers in Sydney. The protocol establishes a coordinated response between the City, the Department and other stakeholders to support rough sleepers during any future emergencies such as extreme weather events.</p> <p>The City continues to lead local area collaborative action groups to address homelessness across key areas of the city. Stakeholders include representatives from NSW Police, NSW Department of Family and Community Services, specialist homelessness services, health services and other not for profit organisations. As a result of the advocacy and coordination efforts in Woolloomooloo, Wentworth Park and Belmore Park 13 rough sleepers moved into long term housing in Quarter 4.</p> | <b>On Track</b> |
| <b>Safety and Wellbeing Programs</b>  |  |                 |
| Prepare an action plan to address safety wellbeing issues in social housing areas.      | The Social Housing Wellbeing Action plan is in development.  | <b>On Track</b> |

### 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 | 2012/13<br>Result | 2013/14<br>Result | 2014/15<br>Target | Q1 | 2014/15 Result<br>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 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.   | On Track       |
| Affordable rental housing units resulting from affordable housing levy - Urban Growth NSW  | No   | -                 | -                 | -                 | -  | -                    | -  | 88 | 88  | 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. | Indicator Only |
| Affordable rental housing units resulting from affordable housing levy - Green Square (measured annually). Target at end of scheme (not specific date): 330  | No   | -                 | -                 | -                 | -  | -                    | -  | 0  | -   | The affordable housing units for this program are delivered by City West Housing, a 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.  | On Track       |
| Affordable housing units resulting from other (non-levy) means (measured annually)   | No.  | -                 | -                 | -                 | -  | -                    | -  | 0  | -   | No additional affordable housing units have been provided resulting from non-levy means in 2014/15.   | 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 | 2012/13<br>Result | 2013/14<br>Result | 2014/15<br>Target | Q1 | 2014/15 Result<br>Q2 | Q3 | Q4 | YTD | Comment   | Status |
|--|------|-------------------|-------------------|-------------------|----|----------------------|----|----|-----|---|--------|
| Number of people assisted to exit homelessness into long term housing as a result of a program supported by the City | No   | 38                | 28                | 20                | 9  | 2                    | 0  | 7  | 18  | The City is now providing funding of \$600,000 per annum to the NSW Department of Family and Community Services for the delivery of 25 housing and support packages in the inner city through the Connect 100 program. The program has commenced and 25 referrals for inner city placements have been received and a total of 18 people have been housed through the program in 2014/15 | Watch  |

|   |    |     |     |   |    |     |   |     |     |  |                       |
|---|----|-----|-----|---|----|-----|---|-----|-----|--|-----------------------|
| Number of people who were prevented from becoming homeless through the City supported brokerage program | No | 475 | 487 | - | 17 | 0   | 0 | 0   | 17  | The City has entered into an agreement with the NSW Department of Family and Community Services to provide \$200,000 per annum to support services to prevent youth homelessness. This funding has now commenced and outcomes will be reported in 2015/16. | <b>On Track</b>       |
| Number of people sleeping rough in the LGA  | No | 274 | 346 | - | -  | 296 | - | 365 | 365 | This figure is from the Street Count that took place 24 February 2015  | <b>Indicator Only</b> |

## 9 Sustainable development renewal and design

| 9.1 The City is recognised for its leadership in sustainable urban renewal. |                 |            |   |          |
|---|-----------------|------------|---|----------|
| Major Projects  | Completion Date | % Complete | Progress To Date  | Status   |
| Sustainable Infrastructure  |                 |            |   |          |
| 1st stage of Green Square Town Centre Infrastructure program.               | 2014            | 80         | Delivery of infrastructure for the Green Square Town Centre consists of a range of inter-linked projects. The overall program is progressing according to plan in order to realise the development of an almost completely-new town for this inner city precinct. Some essential infrastructure projects are being delivered, including road works for Ebsworth St (the new 'high street' for the town centre). At the end of the 2014/15 year, the Essential Infrastructure Stage 2 has achieved a 100% design development milestone. Work has also advanced on major projects for the town centre, such as the Green Square Trunk Drain and preparatory works for the Library and Plaza or community facilities for the South Sydney Hospital Site. | On Track |
| Green Square Community Library Plaza  | 2017            | 30         | The Project forecast is now within the approved Delivery Plan based on 80% estimate. Cost savings opportunities are being explored to keep the project within budget.   | Watch    |
| Continue to implement Green Square Community Facilities.                    | 2016            | 45         | Several projects to be combined with the Creative Centre including Administration Building Surrounds, Private Wire Network and Green Infrastructure Centre roof replacement for delivery by one Head Contractor to reduce administration costs, reduce number of Construction Contractors on site and more effective control over program. Expression of interest to be issued to the market in July 2015 and tender in August 2015.  | Watch    |
| Program delivery  |                 |            |   |          |
| Green Square Urban Renewal - Public Domain Development                      | 2015            | 55         | Public Domain Plans for Epsom and Lachlan Precinct completed.<br><br>Concept designs completed for key public spaces including Duralya Square, Mulgu Park and Zetland Park.<br><br>Strategic urban design work for key sites in North Rosebery precinct underway.   | On Track |



| Major Programs  | Progress To Date   | Status     |  |          |
|---|--|------------|--|----------|
| Advocacy  |  |            |  |          |
| Provide stakeholder input to sustainable development of Barangaroo, and Sydney International Convention, Exhibition and Entertainment Precinct. | Program on track. See following section of this report (9.1 - Integration).  | On Track   |  |          |
| Integration   |  |            |  |          |
| Coordinate internal stakeholder input to interface works at Barangaroo and Sydney Convention, Exhibition and Entertainment Precinct             | <p>Barangaroo:</p> <p>Headland Park Integration Works will be complete for the opening of Headland Park at the end of July 2015. Works to the upgrade of Gas Lane are due for completion in mid-July 2015. Kent St underpass design has been approved by Council. The Argyle Street upgrade Development Application was lodged on 12 January 2015 to improve connection between the Rocks, Millers Point and Headland Park. Design documentation has begun and negotiations continue with the State Transit Authority. Wynyard Station upgrade is under way. The northern footpath of Napoleon St was upgraded by the Roads and Maritime Authority for the increased pedestrian use expected with the delay of Wynyard Walk. The NSW Government has confirmed a new metro station will be built at Barangaroo Central</p> <p>Sydney International Convention Exhibition and Entertainment Precinct:</p> <p>The City has presented a concept design for Hay and Harbour Streets to Lend Lease and the Roads and Maritime Authority. Further discussions are scheduled with Infrastructure NSW, the Sydney Harbour Foreshore Authority and Lend Lease.</p> | On Track   |  |          |
| Negotiate planning agreements for works in kind and land dedication   | The City agreed to amendment of the timing and delivery of land and infrastructure in the Green Square Town Centre with the Green Square Consortium and has also agreed in principle on splitting the planning agreement so that Urban Growth NSW can sell the Stage 4 land with a separate agreement. The City has negotiated a new planning agreement with Crown Green Square to bring forward land dedication for the Green Square Plaza. A number of planning agreements including works in kind have been negotiated for major projects in the Epsom Park, Ashmore, Lachlan and North Rosebery Precincts. Further agreements are under negotiation to deliver parts of the proposed Eastern Transit Corridor, local parks, local streets and pedestrian and cycle links within these precincts.   | On Track   |  |          |
| 9.2 Our streets, squares, parks and open space serve the community’s access, recreation and social needs.                                       |  |            |  |          |
| Major Projects  | Completion Date  | % Complete | Progress To Date   | Status   |
| Public Domain Infrastructure  |  |            |  |          |
| Complete and implement Public Domain Design Codes   | 2015   | 95         | Design development and prototyping of public domain furniture items such as seats, bubblers, bollards, and tree guards poles has been completed for incorporation in the Sydney Streets Design Code. | On Track |
|   |  |            | The Sydney Lights Design Code was adopted by Council in March 2015.  |          |
| Continue the implementation of the Wayfinding Strategy  | 2015   | 45         | Council adopted the Wayfinding Design Manual and Implementation Plan in December 2013. Since then a Pilot project to finalise and test the signage specifications was implemented in September 2014. | On Track |

Braille/tactile signage tender has been accepted for rollout to commence later this year. Documentation of signage placement and messaging of pylon, flag and finger signs is underway with packages expected to be completed for tender later this year.

| Public domain Furniture  |   |     |   |          |
|--|---|-----|---|----------|
| Continue to develop concept designs / prototypes for public domain furniture.  | 2015  | 80  | The concept design and prototype phases have been submitted and approved during the last year. The furniture is now being supplied and installed for various projects including Barangaroo. Design development of park picnic bench and table seat is underway.   | On Track |
| Public Space Planning  |   |     |   |          |
| Define the public space requirements for urban renewal sites for city south.   | 2015  | 100 | <p>Project now complete.</p> <p>It makes recommendations on the type of activities and facilities that should be provided in new and existing open spaces in Green Sq and Ashmore precincts. This is an internal document that will inform negotiations with developers to ensure a even distribution of activities is provided across the study area and an upgrades to existing parks.</p> <p>Study also analyses future population growth and the quantum of open space that is already identified in the planning controls to determine whether sufficient open space is being provided to meet future population growth.</p> | Complete |
| Review the City’s previous Open Space and Recreation Needs Study.  | 2015  | 25  | 2007 Open Space Recreation Needs Study currently being updated to guide the City's s.94 Plan on open space and recreation facility improvements and acquisition of new open space. The Study will also incorporate previous sporting needs assessments and studies into an integrated document and take into account up to date data on demographics and recreation trends as well as implications of urban renewal proposals such as Central to Eveleigh, Bays Precinct and Parramatta Road on open space and recreation needs.  | On Track |
| 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  | 60  | Development of the policy has continued in 2014/15 and has been informed by an access audit of key areas in the public domain and research into best practice.  | On Track |
| Major Programs   | Progress To Date  |     |   | Status   |
| Public Space Planning  |   |     |   |          |
| Coordinate land acquisitions with infrastructure requirements in Green Square Precincts  | Land under licence for the Green Square Plaza has now been transferred from Crown Green Square. Early transfer of Ebsworth Street by the Green Square Consortium is under negotiation. A temporary park has been transferred as operational land in Epsom Park. The Rope Walk Stage 2 and adjoining plaza in Lachlan Precinct has been transferred to the City. Acquisition of land owned by Hoya for the East West Relief Route has been completed. Planning agreements for acquisition of the proposed Eastern Transit Corridor and other land in Lachlan Precinct are progressing. |     |   | On Track |
| Coordinate development of infrastructure specifications for works in kind by developers in urban renewal areas   | Epsom Park and Ashmore public domain concept designs are now 90% complete. The drainage design for Ashmore has been delayed due to investigation of downstream drainage options for the connection to Alexandra Canal. Further flood modelling is to be completed before the preferred option can be agreed with Sydney Water and the Ashmore drainage design then completed.   |     |   | On Track |

### 9.3 The City is recognised for design excellence.

| Major Programs  | Progress To Date   | Status          |
|---|--|-----------------|
| <b>Design Partnerships</b>  |  |                 |
| Facilitate the Design Advisory Panel to provide expert advice on public domain, park projects and major development applications.   | The Design Advisory Panel has met regularly 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.   | <b>On Track</b> |
| 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>For the Green Square Aquatic Centre and Park five finalists were chosen by the competition jury and announced on 17 June 2014. The jury announced the winner as Andrew Burges Associates with Grimshaw and TCL.</p> | <b>On Track</b> |

### 9.4 The City's planning framework and implementation strategy ensures sustainable long-term growth.

| Major Programs  | Progress To Date   | Status          |
|---|--|-----------------|
| <b>Stormwater Infrastructure Program</b>                            |  |                 |
| Implement Flood Studies and Floodplain Risk Management Plans (FRMP) | <p>Blackwattle Bay and Johnstons Creek – Flood Study, Floodplain Risk Management Study and Floodplain Risk Management Plan, Study documents adopted by Council.</p> <p>Woolloomooloo, Rushcutters Bay and Centennial Park – Floodplain Risk Management Studies, Council resolution for public exhibition of draft study documents.</p> <p>City Area and Darling Harbour – Floodplain Risk Management Studies, Community survey completed and flood mitigation options under investigation.</p> | <b>On Track</b> |

#### 9.5.1 Key Performance Indicators

##### Development assessments - Continually improve development controls and approvals processes

| Key Performance Indicator   | Unit | 2012/13<br>Result | 2013/14<br>Result | 2014/15<br>Target | 2014/15 Result<br>Q1 | 2014/15 Result<br>Q2 | 2014/15 Result<br>Q3 | 2014/15 Result<br>Q4 | 2014/15 Result<br>YTD | Comment   | Status                    |
|---|------|-------------------|-------------------|-------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|---|---------------------------|
| Mean (net) assessment time to determine applications (DA & S96)   | Days | 54.2              | 56                | 45                | 63.2                 | 68.4                 | 73.7                 | 74.4                 | 74.4                  | Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in number of applications for significant development and increase in appeals | <b>Attention Required</b> |
| Median (net) assessment time to determine applications (DA & S96) | Days | -                 | 44                | 45                | 51                   | 55                   | 60                   | 59                   | 59                    | Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in  | <b>Attention Required</b> |

|  |      |      |      |    |      |      |      |      |      |   |                           |
|--|------|------|------|----|------|------|------|------|------|---|---------------------------|
|  |      |      |      |    |      |      |      |      |      | number of applications for significant development and increase in appeals  |                           |
| Mean (net) assessment time to determine notified applications (DA & S96) - mean of 95% to meet target        | Days | -    | 60.5 | 60 | 69.3 | 74.3 | 79.5 | 79.7 | 79.7 | Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in number of applications for significant development and increase in appeals   | <b>Attention Required</b> |
| Mean (net) assessment time to determine non-notified applications (DA & S96) - mean of 95% within target     | Days | -    | 28   | 30 | 31.1 | 32.2 | 34.9 | 33.9 | 33.9 | Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in number of applications for significant development and increase in appeals   | <b>Attention Required</b> |
| Mean time taken from lodgment of application to commencement of exhibition (DA & S96)                        | Days | -    | 11.5 | 14 | 11.9 | 12.1 | 13.7 | 13.2 | 13.2 | While this measure is better than target, 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, increase in number of applications for significant development and increase in appeals | <b>On Track</b>           |
| Mean time taken from lodgement of application to refer to internal and external referral agencies (DA & S96) | Days | -    | 18.5 | 14 | 21.7 | 23.1 | 23.5 | 22.9 | 22.9 | The Unit is reviewing processes to ensure that this result is improved.   | <b>Attention Required</b> |
| Percent of outstanding applications (DA & S96) over 80 days  | %    | -    | 24.6 | 25 | 27.5 | 27   | 33.5 | 29   | 29   | 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, increase in number of applications for significant development and increase in appeals.  | <b>Attention Required</b> |
| Mean (gross) assessment time to determine footway applications   | Days | 59   | 52.1 | 45 | 60.3 | 59.2 | 62.8 | 60.7 | 60.7 | Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in number of applications for significant development and increase in appeals   | <b>Attention Required</b> |
| Average processing time for construction certificates.   | Days | 7.33 | 7.2  | 10 | 7.3  | 7    | 7.2  | 6    | 6.88 | A mean average of 6 days was achieved for the period. This was still within range of the set performance target of 10 days.   | <b>On Track</b>           |

## 10 Implementation through effective governance and partnerships

| 10.1 Organisational capability, planning and service delivery enables the delivery of Sustainable Sydney 2030 priorities.  |   |            |   |          |
|--|---|------------|---|----------|
| Major Projects   | Completion Date   | % Complete | Progress To Date  | Status   |
| Monitoring and evaluation  |   |            |   |          |
| Residents Survey, previously Household and Residents Survey. Collects data to populate the Community Indicators and a limited amount of additional data for other units, where alternative data sources are not available. | 2015  | 65         | The City's Wellbeing Survey was distributed to all city households in the first weeks of June 2015, as well as being launched online in a number of languages. The completion rate to date is above expectations. The results will populate the Community Indicator Framework and be available in 2016. | On Track |
| Major Programs   | Progress To Date  |            |   | Status   |
| Organisational Planning  |   |            |   |          |
| Implement and monitor priority actions within the Workforce Plan and plan for future workforce challenges.   | A revised four-year Workforce Strategy (2015-19), was developed as part of the City's Resourcing Strategy. The 2015 Workforce Strategy contains six strategic priorities which aim to optimise the City's workforce strengths, address our most critical challenges and help focus our efforts in building a high-performing, values-driven workplace. A Workforce Strategy implementation plan and reporting framework are now being prepared. |            |   | On Track |
| Implement and monitor priority actions within the Information & Communication Technology Strategic Plan.   | Key progress includes: the infrastructure to support mobile access to the corporate network successfully implemented, Online Business Services expanded, the Data Governance project commenced, and the Business, Data, and Systems Architecture project commenced.   |            |   | On Track |
| Implement and monitor priority actions within the Asset Management Strategy  | The City continues to implement and monitor priority actions as outlined by the Asset Management Strategy. Details under section 10.3 - Asset Management of this report.  |            |   | On Track |
| 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 the Operational Plan 2015/16 and Resourcing Strategy 2015 was completed, with the new Integrated Planning documents being adopted by Council in June.   |            |   | On Track |
| Service Delivery   |   |            |   |          |
| Develop and implement priority projects to improve the organisation's systems, processes and capability to deliver Sustainable Sydney 2030.  | Service Reviews and the Project Steering Committees are progressing well. A review of the good governance program commenced.  |            |   | On Track |
| 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 |
| Develop and implement an interim 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.                          | A new framework under the broader theme of Serve will now replace the Interim Customer Service Strategy. A new Reference group has also been established with a view to having a new framework developed.   |            |   | NPA      |
| Continuous Improvement   |   |            |   |          |
| Business Performance   | The Service Review Program continues to review efficiency and effectiveness across the organisation.  |            |   | On Track |
| Monitoring and evaluation  |   |            |   |          |

Collect, analyse and report annually data within the Community Indicators framework.

The 2015 City of Sydney Wellbeing Survey was distributed to the community in June 2015. This research will complete the second iteration of data for the Community Indicators framework, allowing for trend analysis across all indicators. The report will become available in 2016 once the 2015 Wellbeing Survey data has been included and analysed.

**On Track**

## 10.2 The community is engaged and partners with the City to achieve our shared aspirations.

| Major Programs   | Progress To Date  | Status          |
|--|---|-----------------|
| <b>Community Engagement</b>  |   |                 |
| Support the City in delivering a high-value community engagement program to inform decision making.  | The City consulted the community on over 70 projects. The City employed a wide variety of techniques to involve the community in decision-making from surveys, local drop-in sessions and have your say days, stakeholder workshops, advisory panels, community reference groups, citizens' juries and online forums and questionnaires. Online engagement through sydneyoursay.com.au continued to increase. Engagement was supported with integrated communications through a variety of channels including letter box drops, advertising and social media. | <b>On Track</b> |
| <b>Public Access to Information</b>  |   |                 |
| 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, is further developing its proactive disclosure program, and is in the final stages of approval of an online information access request form and an improved online DA search facility.   | <b>On Track</b> |
| Monitor compliance with privacy legislation to ensure that personal information held by the City is protected.                                   | A project to improve compliance with privacy legislation by City staff is well progressed. This project will require all business unit managers to provide advice to Governance about personal information collected and its treatment. This project will provide a platform to improve the monitoring of compliance with privacy at the City in the future.  | <b>On Track</b> |

## 10.3 The City of Sydney is financially sustainable over the long term.

| Major Projects   | Completion Date | % Complete | Progress To Date   | Status          |
|--|-----------------|------------|--|-----------------|
| <b>Rates</b>   |                 |            |  |                 |
| Model the financial impact of changes to special infrastructure levies both within the existing legislative framework and under hypothetical scenarios to underpin advocacy discussions.   | 2015            | 0          | Presently no requirement for a special levy. To be investigated when need arises   | <b>On Track</b> |
| <b>Strategic Property Management</b>   |                 |            |  |                 |
| Model the overall financial impact of any proposed property acquisitions and disposals   | 2015            | 100        | Completed as part of the budget and Long Term Financial Plan process for 2015/16. Formally adopted (as exhibited) on 29 June 2015. Ongoing monitoring in conjunction with the Property Acquisitions, Investment and Divestments (PAID) subcommittee.                                   | <b>Complete</b> |
| 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. | 2015            | 95         | Hazardous Material Plans delivery on track. Note: additional low risk sites are being reviewed and determining whether Hazardous Material reports required.<br><br>In addition, WHS consultant engaged to review Property service providers' performance and compliance with contract. | <b>On Track</b> |
| <b>Asset Management</b>  |                 |            |  |                 |

|  |      |    |   |                 |
|--|------|----|---|-----------------|
| Complete the implementation of a corporate asset management system for the City's assets.                                | 2015 | 95 | The corporate asset management system currently contains 266,000 assets and serves 292 users across the City. The system now supports 100 mobile application users in Parks, Tree and Civil maintenance areas. Implementation continues in Trades, Cleansing and Waste units and Pavement Management and strategic planning capability.   | <b>On Track</b> |
| Refine and revise long term asset management plans for critical infrastructure assets, including climate change impacts. | 2015 | 95 | Asset Management Plans for critical asset classes for Roads, Stormwater Drainage, Properties, Parks and Open Spaces updated and included in Resourcing Strategy adopted by Council in June 2015. The plans include long term sustainability modelling for the critical classes and are reviewed annually. High level risks for critical assets, including climate change, developed for inclusion in the 2016 plan. | <b>On Track</b> |

| Major Programs  | Progress To Date   | Status          |
|---|--|-----------------|
| <b>Financial Planning</b>   |  |                 |
| Continue to undertake business case analysis to model the overall financial implications of new major projects, programs and initiatives to ensure long term financial sustainability.  | There have been eight business cases undertaken for the year.  | <b>On Track</b> |
| <b>Strategic Property Management</b>  |  |                 |
| Implement the strategic property asset management program to manage the City's portfolio management, acquisition, disposal, strategic development, facilities management, strategic property advice, services, asset strategy, Investment and revenue protection. | The City continually monitors strategic requirements and adjusts the strategy accordingly. As part of the 2014/15 budget process a complete review of each building's strategy was conducted during November 2014.   | <b>On Track</b> |
| <b>Fees and Charges</b>   |  |                 |
| Review pricing methodologies used for each fee or charge in the Fees & Charges Schedule   | Review has determined that in-house solution is to be pursued in updating the City's Activity Based Costing model. Further testing has been undertaken with data collection being analysed.<br><br>Project was on hold for the duration of the budget process. It is anticipated that it will be resumed in Q1 2015/16.  | <b>On Track</b> |
| Review current development contributions plans and update where necessary in light of recent planning reforms   | The timing of the report seeking Council's approval to exhibit the Draft City of Sydney Development Contributions Plan 2015 will coincide with the report required by the Lord Mayor Minute on 27 April 2015 about meeting future open space, recreation and sporting needs. Both are due at the end of 2015. Internal consultation sessions are being held in July and external advice is being sought on land dedication arrangements and community facilities benchmarks. | <b>On Track</b> |
| <b>Procurement</b>  |  |                 |
| Ensure best practice procurement and contract management focused on value for money, minimised risk and improved sustainability.  | Procurement continues to collaborate with respective business managers to ensure best value quality outcomes. Contract reviews are ongoing and key lessons learned are used to improve future specialised training requirements. Risks are assessed for each procurement with suitable mitigation strategies.  | <b>On Track</b> |

#### 10.4 Strategic partnerships are developed and maintained to enable the delivery of Sustainable Sydney 2030.

| Major Programs   | Progress To Date   | Status          |
|--|--|-----------------|
| <b>Local and regional Government Partnerships</b>  |  |                 |
| Strengthen local and regional partnerships through consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community.  | <p>City Conversations has developed and strengthened local and regional partnerships through the delivery of events. In Q4, we have developed partnership through:</p> <ul style="list-style-type: none"> <li>• 100 Resilient Cities Mayors Reception and Sydney Agenda Setting Workshop where we partnered with 100RC and their agency AECOM. We also engaged 40 of 41 Metropolitan Councils in the workshop to help shape the framing of the Resilience Strategy.</li> <li>• Social Housing Meetings - partner with Housing NSW, NSW Police and Family &amp; Community Services</li> </ul> <p>In the previous quarters (Q1-Q3), we have fostered partnerships through CitySwitch Cafe Series and CitySwitch Awards, a Better Buildings Partnership CEO Dinner, Bays Precinct Public Forum, partnered with The University of Sydney, City Talks, Chamber Forums, Cultural Precinct Collaboration Workshop and CityTalks Design on Cultural Precinct Planning, and a Metro Councils Forum.</p> | <b>On Track</b> |
| <b>State and national partnerships</b>   |  |                 |
| Strengthen state and national partnerships through consultation, advocacy and knowledge exchange to improve decision making and facilitate the achievement of shared objectives. Partnerships include Council of Capital City Lord Mayors and the Association of Sydney Metropolitan Mayors. | The City continues its involvement in the Council of Capital City Lord Mayors. The City has also continued its involvement in the Association of Sydney Metropolitan Mayors with the Lord Mayor elected Chair of the Association in December 2014.   | <b>On Track</b> |
| <b>International Partnerships</b>  |  |                 |
| 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. Over the last year, meetings have been held with government officials seeking to learn more about the work of the City of Sydney and/or to discuss areas of possible collaboration. A key focus of recent activity has been preparation for the 30th anniversary of the Sister City relationship with Guangzhou, China. Additionally, the City has been an active member of the C40 Cities Climate Leadership Group and is now part of the Rockefeller 100 Resilient Cities program.  | <b>On Track</b> |

#### 10.5 The City is well governed and engaged in broader governance reform processes.

| Major Programs  | Progress To Date  | Status          |
|---|---|-----------------|
| <b>Governance Reform</b>  |   |                 |
| 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, the implementation of the NSW Government's Regional Action Plan and UrbanGrowth NSW projects including Parramatta Road, the Bays Precinct and Central to Eveleigh. The City has also participated in a range of forums with Federal agencies to discuss the Emissions Reduction Fund, and other issues related to urban policy. | <b>On Track</b> |
| <b>Policy Reform</b>  |   |                 |
| Research and assess intergovernmental policy issues and make submissions to NSW State and Federal Government policy matters         | 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 modifications to Barangaroo, the  | <b>On Track</b> |



where appropriate.

Federal Government's Emissions Reduction Fund Safeguard Mechanisms, Review of National Carbon Offset Standards and Australia Post 2020 Targets for Greenhouse Gas Emissions, as well as the NSW Government's Fit for the Future proposal.

## Risk Management

Develop and implement a risk based and comprehensive Internal Audit plan for the City in accordance with the Internal Audit Charter.

In line with its Charter, the Internal Audit function developed a comprehensive risk based internal audit plan for 2014/15. This audit plan was approved by the Executive in May 2014 and endorsed by the Audit Risk and Compliance Committee on 30 June 2014. The audit plan has been progressively and satisfactorily implemented over 2014/15 with the majority of audits completed during the year. The Executive are kept informed of Internal Audit's progress and key findings through regular status reporting.

**On Track**

During the year Internal Audit successfully implemented two IT related projects; (1) moving the paper based Audit Risk and Compliance Committee reports to Board Books in line with Executive and Council committees and (2) migrating the tracking of outstanding agreed management actions to audit recommendations to the City's corporate system, Performance Planning. Both projects delivered on a number of fronts; they reduced the City's carbon footprint by reducing the volume of printed reports required and increase the efficiency of the function.

Implement and embed a risk management framework that integrates risk management principles into organisational decision making.

Risk and compliance programs updated for the 2015-17 period have been endorsed by the Executive and the Audit Risk & Compliance Committee.

**On Track**

Implement and embed an integrated framework for Work, Health and Safety

Key achievements include the delivery of Mental Health Awareness training for people managers and Root Cause Analysis training for people managers in high and medium risk business units. A Mentally Healthy Workplace Action Plan has also been drafted.

**On Track**

## 10.5.1 Key Performance Indicators

### Accountability and transparency

| Key Performance Indicator                   | Unit | 2012/13 Result | 2013/14 Result | 2014/15 Target | Q1    | Q2    | Q3    | Q4    | YTD   | Comment   | Status         |
|---|------|----------------|----------------|----------------|-------|-------|-------|-------|-------|---|----------------|
| GIPAA Formal Access Applications determined | No.  | 10             | 29             | -              | 10    | 13    | 21    | 7     | 51    | The number of formal information access application determinations continues an upward trend. There was an increase of 76% from the previous year.                            | Indicator Only |
| Public Interest disclosures received        | No   | 3              | -              | -              | 0     | 0     | 0     | 0     | -     | No public interest disclosures were received in the 2014/15 financial year  | Indicator Only |
| Subpoenas for information received          | No   | 55             | 54             | -              | 21    | 9     | 13    | 15    | 58    | The trend in the number of subpoenas and notices to produce information continued at a similar rate to previous years.  | Indicator Only |
| GIPAA Formal Access Applications received   | No   | 9              | 33             | -              | 19    | 30    | 33    | 24    | 106   | The volume of formal information access applications received from the public increased by 221% from the previous year. 52% of these applications were dealt with informally. | Indicator Only |
| GIPAA Informal Access Requests received     | No.  | 5,381          | 5,297          | -              | 1,399 | 1,090 | 1,312 | 1,302 | 5,103 | The volume of informal public requests for information was consistent with the previous year.   | Indicator Only |

| Complaints Processes  |      |          |          |         |                |          |          |          |          |  |                |
|---|------|----------|----------|---------|----------------|----------|----------|----------|----------|--|----------------|
| Key Performance Indicator   | Unit | 2012/13  | 2013/14  | 2014/15 | 2014/15 Result |          |          |          |          | Comment  | Status         |
|   |      | Result   | Result   | Target  | Q1             | Q2       | Q3       | Q4       | YTD      |  |                |
| Complaints upheld regarding code of conduct (measured annually)                               | No.  | -        | -        | -       | -              | -        | -        | 0        | -        | There were no findings made that a Councillor breached the Code of Conduct in relation to the seven complaints received in the 2014/15 financial year. However, the Chief Executive Officer elected to deal with five complaints by alternative means under section 5.18 of the Procedures for the Administration of the Code of Conduct | Indicator Only |
| Complaints regarding corruption or maladministration by City staff upheld (measured annually) | No   | 4        | 3        | -       | -              | -        | -        | 2        | 2        |  | Indicator Only |
| Workforce   |      |          |          |         |                |          |          |          |          |  |                |
| Key Performance Indicator   | Unit | 2012/13  | 2013/14  | 2014/15 | 2014/15 Result |          |          |          |          | Comment  | Status         |
|   |      | Result   | Result   | Target  | Q1             | Q2       | Q3       | Q4       | YTD      |  |                |
| Approved full time equivalent (FTE) establishment positions                                   | No   | 1,869.92 | 1,894.73 | -       | 1,894.56       | 1,897.84 | 1,901.41 | 1,915.41 | 1,915.41 |  | Indicator Only |
| Vacancy rate (approved FTE positions)   | %    | 7.41     | 6.86     | -       | 6.95           | 6.06     | 6.4      | 5.8      | 6.3      | The vacancy rate is slightly lower than previous years.  | Indicator Only |
| Lost time injuries  | No   | 35       | 33       | -       | 5              | 8        | 10       | 12       | 35       | The number of lost time injuries is similar to previous years.   | Indicator Only |
| Staff in formal further education (measured annually)   | %    | 6.2      | 6.28     | 5       | -              | -        | -        | 6.1      | 6.1      | 116 staff were supported in higher education   | On Track       |
| Customer service  |      |          |          |         |                |          |          |          |          |  |                |
| Key Performance Indicator   | Unit | 2012/13  | 2013/14  | 2014/15 | 2014/15 Result |          |          |          |          | Comment  | Status         |
|   |      | Result   | Result   | Target  | Q1             | Q2       | Q3       | Q4       | YTD      |  |                |
| Calls received by customer call centres.  | No   | 241,144  | 242,799  | -       | 62,066         | 60,776   | 61,794   | 55,828   | 240,464  | The total number of calls received decreased by less than 1% on the previous year. This reflects a trend that the call centre remains the key channel of contact for the City's customers  | Indicator Only |
| Calls answered within 20 seconds.   | %    | 84.19    | 80.86    | 80      | 78             | 80.93    | 77.48    | 78.25    | 78.67    | Overall Grade of Service for the year finalised at 79%, but within tolerance of the target of 80%  | Watch          |
| Calls completed at first contact  | %    | 79.4     | 80.82    | 70      | 80             | 82.1     | 81       | 81       | 81.03    | The First Time Resolution rate for the year finalised ay 81% a 1% increase on the previous year. This means of all calls answered, Customer Service Officers were able to respond to 194,335 calls at the point of   | On Track       |

call, with the remainder transferred to other departments. This result was achieved through increased training and improved knowledge management processes.

|  |     |        |         |    |        |        |        |        |         |  |                |
|--|-----|--------|---------|----|--------|--------|--------|--------|---------|--|----------------|
| Customer requests received.  | No. | 96,771 | 113,480 | -  | 26,895 | 31,332 | 36,711 | 33,497 | 128,435 | There was a 26% increase in the number of customer requests compared to the previous year. The increase can be attributed to the steady take up of Online Business by customers.   | Indicator Only |
| Customer requests actioned within agreed service standards.                        | %   | 91.26  | 92.25   | 95 | 90     | 91     | 96     | 84     | 90.25   | The Pathway corporate system recorded a total year result of 90% which was below target, and slightly under the result for the previous year. There was a major upgrade of Pathway in February 2015 which affected the key performance indicators in some areas, thus skewing the overall result. When taken into account, the more likely result was between 93%-95%.   | Watch          |
| Customer satisfaction from Mystery Shopper Survey (overall City of Sydney result). | %   | 84.5   | 77.5    | 85 | 73     | 89     | 70     | -      | 77      | The Mystery Customer score of 77% was below target and remained consistent with the previous year result. There is still some inconsistency in some business areas with general greeting quality and communication skills. Call success rate for the Internal Departments remained on par with the previous year, while voicemail Responses improved across the board. The voicemail response rate still fluctuated across several areas and there is still room for improvement. The Mystery Customer Program has now ceased and will be replaced by a program of customer satisfaction surveys later in 2015/16. | Watch          |

## Reporting on Code of Conduct Statistics

In late 2012, the Office of Local Government released a revised Model Code of Conduct and associated Procedures for Administering the Model Code that came into effect on 1 March 2013. Council adopted the Model Code and Procedures on Monday 25 February 2013.

Under Part 12 of the Procedures, the City of Sydney is required to report on a range of complaints statistics to Council and the Office of Local Government within three months of the end of September each year.

The statistics below report on data from 1 September 2014 to 31 August 2015.

### Number of Complaints and Associated Costs

|    |   |   |
|----|---|---|
| 1. | a) The total number of complaints received in the period about councillors and the Chief Executive Officer under the code of conduct  | 6 |
|    | b) The total number of complaints finalised in the period about councillors and the Chief Executive Officer under the code of conduct | 4 |

### Overview of Complaints and Cost

|    |   |   |
|----|---|---|
| 2. | a) The number of complaints finalised at the outset by alternative means by the Chief Executive Officer or Mayor  | 4 |
|    | b) The number of complaints referred to the Office of Local Government under a special complaints management arrangement                                      | 0 |
|    | c) The number of code of conduct complaints referred to a conduct reviewer  | 0 |
|    | d) The number of code of conduct complaints finalised at preliminary assessment by conduct reviewer   | 0 |
|    | e) The number of code of conduct complaints referred back to Chief Executive Officer or Mayor for resolution after preliminary assessment by conduct reviewer | 0 |
|    | f) The number of finalised code of conduct complaints investigated by a conduct reviewer  | 0 |
|    | g) The number of finalised code of conduct complaints investigated by a conduct review committee  | 0 |
|    | h) Number of finalised complaints investigated where there was found to be no breach  | 0 |
|    | i) Number of finalised complaints investigated where there was found to be a breach   | 0 |

|    |   |         |
|----|---|---------|
| j) | Number of complaints referred by the Chief Executive Officer or Mayor to another agency or body such as the ICAC, the NSW Ombudsman, The Office or the Police | 2       |
| k) | Number of complaints being investigated that are not yet finalised  | 2       |
| l) | The total cost of dealing with code of conduct complaints within the period made about councillors and the Chief Executive Officer including staff costs      | \$7,120 |

### Preliminary Assessment Statistics

|    |   |   |
|----|---|---|
| 3. | The number of complaints determined by the conduct reviewer at the preliminary assessment stage by each of the following actions: |   |
| a) | To take no action   | 0 |
| b) | To resolve the complaint by alternative and appropriate strategies  | 0 |
| c) | To refer the matter back to the Chief Executive Officer or the Mayor, for resolution by alternative and appropriate strategies    | 0 |
| d) | To refer the matter to another agency or body such as the ICAC, the NSW Ombudsman, the Office or the Police                       | 0 |
| e) | To investigate the matter   | 0 |
| f) | To recommend that the complaint coordinator convene a conduct review committee to investigate the matter                          | 0 |

### Investigation Statistics

|    |  |   |
|----|--|---|
| 4. | The number of investigated complaints resulting in a determination that there was no breach, in which the following recommendations were made: |   |
| a) | That the council revised its policies or procedures  | 0 |
| b) | That a person or persons undertake training or other education   | 0 |

|    |  |   |
|----|--|---|
| 5. | The number of investigated complaints resulting in a determination that there was a breach in which the following recommendations were made: |   |
| a) | That the council revise any of its policies or procedures  | 0 |
| b) | That the subject person undertake any training or other education relevant to the conduct giving rise to the breach                          | 0 |
| c) | That the subject person be counselled for their conduct  | 0 |

|  |   |   |
|--|---|---|
|  | d) That the subject person apologise to any person or organisation affected by the breach   | 0 |
|  | e) That findings of inappropriate conduct be made public  | 0 |
|  | f) In the case of a breach by the Chief Executive Officer, that action be taken under the Chief Executive Officer's contract for the breach             | 0 |
|  | g) In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 | 0 |
|  | h) In the case of a breach by a councillor, that the matter be referred to the Office for further action  | 0 |

|    |  |   |
|----|--|---|
| 6. | Matter referred or resolved after commencement of an investigation under clause 8.20 of the Procedures | 0 |
|----|--|---|

### Categories of misconduct

|    |  |   |
|----|--|---|
| 7. | The number of investigated complaints resulting in a determination that there was a breach with respect to each of the following categories of misconduct: |   |
|    | a) General conduct (Part 3)  | 0 |
|    | b) Conflict of interest (Part 4)   | 0 |
|    | c) Personal benefit (Part 5)   | 0 |
|    | d) Relationship between council officials (Part 6)   | 0 |
|    | e) Access to information and resources (Part 7)  | 0 |

### Outcome of determinations

|    |  |   |
|----|--|---|
| 8. | The number of investigated complaints resulting in a determination that there was a breach in which the council failed to adopt the conduct reviewers recommendation | 0 |
|----|--|---|

|    |  |   |
|----|--|---|
| 8. | The number of investigated complaints resulting in a determination that there was a breach in which the council's decision was overturned following a review by the Office | 0 |
|----|--|---|