



# City of Sydney – Operational Plan

## Table of Contents

<b>1 A globally competitive and innovative city .....</b>	<b>4</b>
1.1 Plans are in place to accommodate growth and change in the City Centre and other key economic areas. ....	4
1.2 Globally competitive clusters and networks are strong, innovative and continue to grow. ....	4
1.3 Sydney maintains its position as a global city. ....	5
1.4 Sydney's tourism infrastructure, assets and brand contribute to its role as a global visitor destination. ....	8
1.S.1 Key Performance Indicators .....	11
<b>2 A leading environmental performer .....</b>	<b>13</b>
2.1 Energy consumption and greenhouse gas emissions are reduced across the local government area. ....	13
2.2 Waste from the city is managed as a valuable resource and the environmental impacts of its generation and disposal are minimised. ....	13
2.3 Potable water consumption and gross pollutant loads to the catchment are reduced across the local government area.....	15
2.4 City residents, businesses, building owners, workers and visitors improve their environmental performance. ....	15
2.5 The City of Sydney's operations and activities demonstrate leadership in environmental performance. ....	19
2.6 The extent and quality of urban canopy cover, landscaping and city greening is improved. ....	20
2.S.1 Key Performance Indicators .....	21
<b>3 Integrated transport for a connected city.....</b>	<b>26</b>
3.1 Plans are in place that enhance access by public and active transport from the Sydney region to the City of Sydney.....	26
3.2 Transport infrastructure is aligned with City growth. ....	27
3.3 Negative impacts from transport on public space in the City Centre and Villages are well managed. ....	27
3.4 There is an increased use of public transport and reduction in traffic congestion on regional roads. ....	27
3.5 There is quality access to transport services and infrastructure in the city. ....	27
3.S.1 Key Performance Indicators .....	28
<b>4 A city for walking and cycling .....</b>	<b>29</b>
4.1 Implement priority programs to improve pedestrian safety and accessibility, connectivity and amenity across the local government area. ....	29
4.2 The City Centre is managed to encourage the movement of pedestrians and cyclists. ....	30
4.3 City Of Sydney and Sydney businesses lead by example to increase use of active transport for travelling to work in the LGA.....	30
4.4 Increase in modal share for walking and cycling.....	31
4.S.1 Key Performance Indicators .....	32

<b>5 A lively and engaging city centre.....</b>	<b>34</b>
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. ....	34
5.2 The City Centre comprises a number of distinctive precincts with a diversity of built form, uses and experiences. ....	35
5.3 Cultural, creative, retail and small business activity is supported in the City Centre. ....	35
5.4 The City Centre is a place for art, creative expression and participation. ....	35
5.S.1 Key Performance Indicators .....	36
<b>6 Vibrant local communities and economies .....</b>	<b>37</b>
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. ....	37
6.2 The community has the facilities, resources, capacity, confidence and resilience to adapt to changing circumstances. ....	38
6.3 Local enterprise and employment opportunities are diverse and sustainable. ....	41
6.4 Local economies are dynamic, robust and resilient. ....	42
6.S.1 Key Performance Indicators .....	42
<b>7 A cultural and creative city.....</b>	<b>46</b>
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. ....	46
7.2 Sydney supports and encourages individual creative expression by ensuring opportunities for creative participation are visible, accessible and sustainable. ....	46
7.3 Sydney's cultural sector and creative industries are supported and enhanced leading to greater sector sustainability, productivity gains and innovation. ....	47
7.4 The appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression is encouraged. ....	48
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. ....	49
7.S.1 Key Performance Indicators .....	50
<b>8 Housing for a diverse population .....</b>	<b>51</b>
8.1 The City has an adequate supply of housing to cater for the needs of the growing and diverse population. ....	51
8.2 The supply of affordable housing continues to grow to meet the community's needs.....	51
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. ....	52
8.S.1 Key Performance Indicators .....	53
<b>9 Sustainable development renewal and design .....</b>	<b>55</b>
9.1 The City is recognised for its leadership in sustainable urban renewal. ....	55
9.2 Our streets, squares, parks and open space serve the community's access, recreation and social needs. ....	55
9.3 The City is recognised for design excellence. ....	56

9.4 The City's planning framework and implementation strategy ensures sustainable long-term growth. ....	56
9.S.1 Key Performance Indicators .....	56
<b>10 Implementation through effective governance and partnerships .....</b>	<b>58</b>
10.1 Organisational capability, planning and service delivery enables the delivery of Sustainable Sydney 2030 priorities. ....	58
10.2 The community is engaged and partners with the City to achieve our shared aspirations. ....	59
10.3 The City of Sydney is financially sustainable over the long term. ....	60
10.4 Strategic partnerships are developed and maintained to enable the delivery of Sustainable Sydney 2030. ....	61
10.5 The City is well governed and engaged in broader governance reform processes. ....	62
10.S.1 Key Performance Indicators .....	62

# 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.	2018	95	The Central Sydney Planning Strategy was reported to Council and the Central Sydney Planning Committee in July 2016. Exhibition will commence following the Department of Planning and Environment issuing a 'Gateway Determination' for the changes to the local environment plan. A request was made to the Dept. Planning and Environment in August 2016 as required as part of the regulatory process. DPE have written to the City seeking additional information and clarification. The City is preparing a response.	<b>On Track</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.	The focus of recent liaison with Barangaroo has been on pedestrian wayfinding system and messaging co-ordination. Comments on Barangaroo South - Hickson Park proposal have been prepared for consideration by Barangaroo Delivery Authority.	<b>On Track</b>

## 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>		
Conduct the 2017 Floorspace and Employment survey.	The Project commenced in January, with GIS Officers employed to prepare field data. Approximately 30 Field Surveyors commenced in April, with a further 10 in June.  Approximately 100,000 records have been completed to date.	<b>On Track</b>
Provide dialogue about demographic, business and economic development information to existing businesses through representative groups of local business precincts.	The City of Sydney website business pages were updated to include an extensive range of information about local economies across ten villages. This includes demographic, business and economic development information. The latest customer intercept survey information was made available in October 2016 and promoted via the City's Business newsletter and through a range of state and local agencies / associations to their stakeholders and members.  Infographic flyers (updating the current 'village profiles') for each village will be made available in hard copy and soft copy on the City's website in July 2017. A new round of customer intercept surveys was recently completed to better understand the changing customer profile in each LGA precinct over time (day/night 9am-12pm). This data will be shared with businesses in printed and digital format later this year.	<b>On Track</b>

## Networks and connections

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 Pyrmont/Ultimo. UTS founded Piivot, the organisation established to facilitate the creation of an innovation precinct and has supported the creation of Tech Sydney.	On Track
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, hosting the Future Asia Business Summit that gave insights into opportunities for Sydney businesses to enter the China market and a series of very successful City Thought Leaders business seminars.	On Track
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 in June 2017 where the Office of the Small Business Commissioner presented an update on the Retail Act and retail reform.	On Track

## Knowledge Exchange

Participate in the Council of Capital City Lord Mayors, Sydney Metropolitan Mayors, C40 Cities, other global/national networks, international visits etc.	The CEO and staff have met with relevant Federal Department representatives including from the Department of Environment and Energy to discuss the Climate Policy Review. Planning for the CCCLM AGM has commenced. The City continues to engage with C40 and the Rockefeller Foundation with the CEO and Resilience Officer attending a Rockefeller Foundation conference with international leaders and businesses discussing how governments and business can work together to ensure the resilience of our communities.	On Track
---	---	----------

## Support for Business

Work with local businesses and the community to support village main streets and local small businesses	<p>The City recently launched a 'How to Guide' for local businesses to leverage events. The guide includes a 2017 events calendar, practical advice and tips for how to program and promote associated activities and case studies for existing events.</p> <p>Businesses continue to list their events and activities for free on the City's Whats On website, a valuable and free promotional tool. Business can target both consumers and other business people and the City continues to promote this free resource extensively.</p> <p>The City re-launched the City Business e-newsletter late 2016. The e-newsletter has been reformatted and redesigned based on feedback from local business about the information and support they are seeking and we continue to work with many government agencies to ensure their resources and support opportunities are promoted locally. The membership to this enewsletter has grown significantly, almost doubling during that time to now just under 4,000 subscribers.</p> <p>The City provides tools and resources to support small business a including infographic fact sheets for each precinct that include demographic, customer and sector trends in the area.</p> <p>The City also provides support directly to small business and entrepreneurs to activate village main streets at affordable rates, for example the City's Oxford Street Creative Spaces and the William Street Creative Hub.</p>	On Track
---	--	----------

## 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. The economic contribution of areas is considered where relevant when changes to planning controls are investigated.	On Track
--	---	----------

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

Major Programs	Progress To Date	Status
<b>Economy</b>		
Continue to implement the OPEN Sydney strategy, a long-term and wide reaching strategy and action plan for Sydney's night time economy.	<p>Work on OPEN Sydney is progressing with 70% of actions currently in progress, ongoing or complete. City staff engage with stakeholders through, industry forums such as precinct liquor accord meetings, and meet with NSW Police and other NSW Government agencies on a regular basis. The City convenes and hosts a Night Time Operations Group, Late Night Transport Working Group and Late Night Premises Reference Group (which looks at applications for new liquor licences and development applications with state government, NSW Police, and other local government entities). In addition, the City is a member of the NSW Government's Night Time Economy Taskforce (tasked with delivery the NSW Government's Sydney Night Time Economy Roundtable Action Plan) and continues to work with Create NSW and other key agencies to deliver actions.</p> <p>In 2016 the NSW Government released its findings on liquor reforms introduced over the past three years. Recommendations were announced on 8 December 2016 and include small changes to the legislation with specific regard to small bars and live music venues. Staff continue to work with Liquor &amp; Gaming to assist with the implementation and further development of these changes.</p> <p>In December 2016 the City hosted an industry briefing and workshop by Mirik Milan, Night Mayor of Amsterdam. The briefing and workshop aimed to bring the industry together to discuss successful industry models in other places and how they might work together to build their capability and effectiveness. A second workshop was held in February 2017 and continued the work to build the capacity of the various sectors to become more effective in contributing to the development of a vibrant, safe and sustainable night time economy for Sydney.</p> <p>In May 2017 the City approved \$200,000 grant funding to support local businesses and industry groups to further this capacity building work. Three grants will support a new community alliance to manage the growing night-time economy of Newtown, a forum convening night-life experts from across the globe, and workshops where local industry representatives can share ideas and develop skills to positively shape Sydney's night-time culture.</p>	<b>On Track</b>
Implement priority projects and programs from the International Education Action Plan that focus on student 'welcome', 'well-being' and 'work-integrated learning opportunities'	<p>The 12th annual Lord Mayor's Welcome for international students was held on 4th April in Sydney Town Hall. Over 1000 newly-arrived international students were welcomed representing over 21 institutions across the LGA. The event was supported by the City's International Student Leadership and Ambassador students who all contributed to making the event a success.</p> <p>A networking event was held concurrently to the international student welcome and was attended by almost 100 people, including consulate representatives, tertiary institution representatives, and representatives from three levels of government. Feedback was positive, highlighting the importance of this event to the sector and stakeholders.</p>	<b>On Track</b>
Implement priority projects and programs from the Retail Action Plan; positioning Sydney as the premier retail destination.	<p>The results of the Christmas 2016 Events Survey were released in February and the data indicates that as a result of the City's investment in new decorations in Pitt Street Mall and a coordinated social media campaign, pedestrian numbers in the Mall on one survey date, increased from 63,000 in 2015 to 143,000 in 2016.</p> <p>Chinese New Year Festival January and February 2017 – significant retailer up-take in supporting this festival through in-store promotions, window displays, fashion shows and media events.</p> <p>Vogue Fashion's Night Out which was held in September 2016 and supported by the City through a sponsorship, saw record engagement with the retail sector - over 600 retailers activated for the event and the highest digital participation to date.</p>	<b>On Track</b>
Implement projects arising from the Tech Startup Action Plan to support the growth of the tech startup ecosystem.	A number of projects identified in the Tech Startups Action Plan have been implemented or are in the advanced planning stage including the Visiting International Entrepreneurs Program, the coding programs in City Libraries, sponsorship of Spark Festival and the Innovation Working Group in collaboration with the NSW Government.	<b>On Track</b>



## Safety

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

Between April and June the City received 372 requests for CCTV footage, releasing 269 items of footage to assist in the investigation and prosecution of offences. The total number of applications for 2016/17 was 1482, with 1021 items of footage release. CCTV staff contacted the police on 830 occasions to advise of suspicious activity or incidents, ensuring a timely police response and reducing the severity of incidents.

**On Track**

Work with the community to build capacity to respond to and recover from emergencies.

In 2016/17 the Local Emergency Management Committee completed the following projects:

- Local Area Emergency Risk Assessment
- Local Emergency Management Plan
- Consequence Management Guides for 22 disaster types, including flood, heatwave, and major storms
- Local emergency management exercise for storms and flooding

**On Track**

## Regulatory Environment

Provide ongoing support to business through skills development programs including the City's regulatory and approvals processes, and other business development programs.

The City has re-branded the successful Business 101 seminars in 2017 to reflect feedback from local businesses and audiences. The series is now called City Thought Leaders and provides a platform for innovative, inspiring and successful business owners to share their knowledge, experiences and learnings with new and existing local business owners. In addition, seminars supported by the City were delivered by General Assembly and Asia Link to ensure local business have affordable access to skills development programs,

**On Track**

Through the City's Business e-newsletter the City promoted a range of skills development programs operated by other providers and agencies including grants programs offered by NSW Government for tech startups and export/import information provided by the federal government. The City makes available 'How to Open...' guides on the City's website to provide support for a range of businesses looking to open or change their trading conditions. The City sponsored the NSW Business Chamber Business Awards 'Excellence in Small Business' category, and developed its own Sydney City Region Awards with substantial engagement and uptake by businesses.

## International Recognition

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

Continuing focus on positioning of Sydney as a global city.

**On Track**

The Marketing team works across many partnerships including those with government partners Tourism Australia (TA) and Destination New South Wales (DNSW), Department of Premier and Cabinet, Roads and Maritime Services, Transport for NSW, Properties NSW (formerly SHFA), ICC, Sydney Opera House, Port Authority of NSW, Royal Botanic Gardens and Domain Trust and NSW Police.

Celebrate Summer in Sydney has been a dominant theme for messaging through our major events such as Christmas, Sydney New Year's Eve, Sydney Chinese New Year and the events the City continues to sponsor, including major events Sydney Festival and Australia Day, and this will continue with major events for 2017.

In collaboration with DNSW, Sydney TAFE and Port Authority of NSW and others, the City developed the Destination Ambassador Program. In 2017, these volunteers promote Sydney to the growing tourist market and their duties include meet and greet of cruise passengers, and as roving ambassadors during key events in the city.

City Engagement continues to work closely with the International Engagement team, implementing marketing activities to support international profiling opportunities. 2017/18 will focus on the City's sister city relationship with San Francisco, drawing major events Mardi Gras and Sydney New Year's Eve, as well as the City's Visiting Entrepreneur program from late 2017.



Relationship management continues to be strong, with regular meetings between the City and key players such as DNSW, Tourism Australia, Sydney Opera House, Sydney Ferries, Bridgeclimb, the International Convention Centre (ICC), Business Events Sydney and the Tourism Accommodation Association (TAA) etc.

We continue to explore opportunities to measure the international reach and impact of City produced events.

#### 1.4 Sydney's tourism infrastructure, assets and brand contribute to its role as a global visitor destination.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Major events</b>				
Deliver the Christmas in the City program as a celebration of Sydney Christmas promoting Sydney as a retail destination.	2016	100	<p>The 2016 Sydney Christmas concert series has been the most successful to date, with record attendances at most concerts. For the first time, the Martin Place and Hyde Park concerts were moved from Thursday to Saturday evening, resulting in record crowds to launch the Sydney Christmas season.</p> <p>The Martin Place Christmas Concert and Tree Lighting on Saturday 26 November attracted a record crowd of 13,000 attendees (previous record 8,500 people), and Hyde Park Christmas on the Green on the same night also attracted a record 3,300 attendees (previous record 1,500 people), with numbers obtained through crowd counts conducted by the company contracted to conduct market research on the night.</p> <p>According to the market research, 54% of visitors to the city concerts were new attendees, and 89% of visitors came specifically for the concert. The average spend was \$147.20 per person.</p> <p>The series of Village Christmas Concerts also attracted record numbers. The Rushcutters Bay Village Christmas Concert on Saturday 3 December attracted 2,500 people, Rosebery Village Christmas Concert on Sunday 4 December saw 2,650 people attend, the Alexandria Village Christmas Concert on Saturday 10 December was attended by 2,300 people and 1,200 people attended the Surry Hills Village Christmas Concert on Sunday 11 December.</p> <p>Based on the market research results, 35% of visitors to Village Christmas Concerts were new attendees, with 95% of visitors coming specifically for the concert. 65% of visitors were from the local government area, with the majority of others from the Eastern Suburbs, Inner West and southern Sydney.</p> <p>The show bag stall sold out at three out of the four village concerts, with all proceeds going to the Christmas Charity Partner, Guide Dogs NSW/ACT. The charity were able to raise more than \$40,000 from their partnership with Sydney Christmas, an increase from \$22,000 in 2015. This amount allows the organisation to cover the training fees for a new Guide Dog, which costs approximately \$35,000.</p> <p>Sydney Christmas programming continued until 24 December, with choirs each night in Martin Place and each Thursday evening in Pitt Street Mall. A full suite of decorations including the Martin Place Christmas Tree, lighting in Pitt Street Mall,</p>	<b>Complete</b>

			street pole decorations in village locations and building illuminations in the CBD created a uniquely Sydney Christmas atmosphere during the festive period.	
Deliver the Chinese New Year Festival and Lunar New Year for Sydney communities, businesses as well as domestic and international visitors.	2017	100	<p>The 2017 Chinese New Year Festival was a huge success, attracting approximately 1.4 million people to a program of 85 events over a 17 day period of celebrations to mark the Year of the Rooster from 27 January to 12 February.</p> <p>The largest festival event, the Lunar Lanterns exhibition, was extended from 10 days in 2016 to run the full 17 days of the festival in 2017. All 12 zodiac signs were represented in the Circular Quay area and an additional Rooster in Chinatown, attracting more than 903,000 people to the exhibition.</p> <p>The Westpac Lunar Lantern Hub in Martin Place, which also ran for 17 days, attracted a further 54,000 people. The Dragon Boat Races on the final weekend of the festival attracted almost 159,000 people, with the remainder of the 1.4 million attendees attracted by a program of more than 80 associated events.</p>	Complete
Major Programs	Progress To Date			Status
Major events				
Deliver Sydney New Year’s Eve as part of increasing awareness of Sydney as a tourist destination.	<p>Sydney maintained its status as New Year's Eve Capital of the World with the successful delivery of 2016 Sydney New Year's Eve. Well over one million people gathered around Sydney Harbour, with all primary vantage points reaching capacity before midnight.</p> <p>NSW Police praised the behaviour of the crowd, with the Commander noting that "Sydney enjoyed an amazing fireworks display and showed the rest of the world how to celebrate safely".</p> <p>The event featured the biggest-ever Sydney New Year's Eve fireworks display and lighting on the Sydney Harbour Bridge, the most extensive Welcome to Country ceremony, and one of the largest Harbour of Light Parades in recent years.</p> <p>For the first time ever, the midnight fireworks were live streamed on Facebook by the City's broadcast partner ABC, and tourism agencies Tourism Australia and Destination NSW. This was in addition to live streams on YouTube, ABC iView and the official event website (<a href="http://www.sydneynewyearseve.com">www.sydneynewyearseve.com</a>).</p> <p>The ABC television broadcast was in high definition for the first time, and included elements of the Welcome to Country in addition to the two fireworks displays. The live television broadcast of the midnight fireworks had a peak audience of more than 2 million.</p> <p>Engagement across the City's online and social platforms reached record levels. Traffic on the official event website was up 15 per cent on last year. The City's top performing Facebook post reached three million people, and the midnight fireworks display had received more than 7.8 million views by 3 January 2017 on digital channels alone.</p> <p>Crowd management and customer experience were a focus for 2016 Sydney New Year's Eve with the implementation of a new Integrated Crowd Management Plan. The Plan focussed on ingress and egress of crowds and included an expanded road closure footprint, a dedicated "getting home" map, and additional on-ground wayfinding resources.</p> <p>Overall, 2016 Sydney New Year's Eve showcased Sydney as a global city to those attending around the harbour as well as those watching on television and online around Australia and the world.</p>			On Track
Deliver Art & About Sydney as a significant local and international program of public domain activity year-round.	There have been eight Art & About Sydney projects in the past twelve months. The Australian Life and Little Sydney Lives photographic exhibitions returned to Hyde Park north from 15 September closing on 9 October.			On Track

Immersive Theatre work, Hidden Sydney, played to sell-out audiences in Kings Cross until 9 October, returning for a second season in November 2016.

Melbourne artist James Voller's large scale photographic work Terraced was installed in locations in York Street, Barrack Street and Martin Place from 26 September until 30 October.

Chicago-based American Artist Nick Cave had his Australian premier with HEARD.SYD, produced in partnership with Carriageworks. The costumed dance piece was performed in Sydney Town Hall and Pitt Street Mall on Thursday 10 November and at Carriageworks on Saturday 12 November.

Los Angeles based artist Megan Geckler transformed the central atrium of Customs House with her work A Million Things That Make Your Head Spin, Constructed of more than 700 coloured ribbons, the work took 4 weeks to install and will be in place from November 2016 until March 2017.

Highly Sprung by Legs on the Wall played to an audience of 5000 people over eight performances at Martin Place Stage 2 from 29 March to 1 April. Highly Sprung was a quirky and simple work that explores the connections between sports gymnastic athleticism and physicality, dance and the storytelling possibilities of physical theatre.

New York based artists from the Cause Collective including Hank Willis Thomas for delivered "In Search of the Truth". The project was held in Hyde Park North from 14 to 18 June, and featured a large inflatable Truth Booth, a temporary recording booth shaped like a large cartoon speech bubble giving passers by the opportunity to share their response to the statement "The truth is...".

Work with the State Government and other partners on initiatives to promote Sydney, and with Business Events Sydney to attract international conferences to Sydney.	The City's support for Business Events Sydney continues as part of a five year partnership endorsed by Council in June 2015. Letters of support for Business Events Sydney's event bids and letters of welcome to delegates were provided as required.	<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 2016/17, the City supported 11 events of major significant to the total value of \$4,548,164 in cash and value-in-kind. The most recent events included Yabun Festival, Sydney Festival, Sydney Writers' and support for the Sydney Gay and Lesbian Mardi Gras.	<b>On Track</b>

## Visitor Experience

Continue to deliver Visitor Information Services to promote Sydney attractions and events and assist visitor orientation and movement around the city.	<p>For the period 2016/17 year, there were 64,827 visitors to the Tourism Kiosks. While this is a decrease of 44% when compared to 2015/16, it is important to note that only three kiosks have been in operation instead of four. The fourth kiosk (Town Hall) is temporarily closed for the George Street Light Rail construction.</p> <p>The Customer &amp; Visitor Services team continue to be a part of a cross government reference group (including City of Sydney, Inner West Council, Destination NSW, Ports NSW and TAFE) working collaboratively to enhance the cruise meet &amp; greet program. The new program launched on 8 October 2017. Between October 2016 and end of June 2017 the team have met 56 cruise ships assisting in excess of 13,000 passengers.</p> <p>Due to the success of the Destination Ambassador program, Customer Service is currently investigating the opportunity to pilot a Roaming Ambassador program.</p>	<b>On Track</b>
Implement priority actions from the Tourism Action Plan; working with partners to maintain and grow a vibrant tourism sector in Sydney	<p>Vivid Sydney 2017 occurred between 26 May and 17 June. While final attendance numbers are still to be reported, the opening weekend saw record numbers of 326,000 visitors. The City supports the festival through an agreement with DestinationNSW.</p> <p>The Destination Ambassador program has been in operation since September 2016 and includes 80 accredited volunteers. To the end of March 2017, a total of 52 cruise ships were greeted and more 13,000 cruise passengers have been welcomed and served by the Ambassadors.</p>	<b>On Track</b>

The cross agency Tourism Working Group, comprising of the City, Destination NSW, Properties NSW, Port Authority, Inner West Council and Sydney TAFE, met in February and March to discuss all tourism related matters around destination management and destination marketing. These are 2 key areas under the Tourism Action Plan.

The City continues to engage with the accommodation sector to increase the number of overnight stays. The Visitor Accommodation Action Plan is being implemented which includes providing advice to prospective hotel developers on the planning process. The hotel industry reported record occupancy rates during Chinese New Year 2017.

1.S.1 Key Performance Indicators											
Brand Sydney											
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result		Q4	YTD	Comment	Status
Estimated global audience of broadcast and online viewers of Sydney New Year's Eve and Lunar New Year	B	1	1	-	-	1	-	-	1	Audience for online broadcasts including social media (Facebook, YouTube), highlights packages, international media, and distributed footage.	Indicator Only
Percentage of the population using the City after 6pm aged >40 years old (measured annually in June)	%	14	14	-	-	-	-	14	14	The City has been measuring figures annually since 2009, this figure represents the survey results for the year ending 2015; released late 2016.	Indicator Only
Percentage of retail premises open after 6pm (measured annually in June)	%	21	26	-	-	-	-	26	26	The City has been measuring figures annually since 2009, this figure represents the survey results for the year ending 2015; released late 2016.	Indicator Only
City Development											
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result		Q4	YTD	Comment	Status
Commercial Development Approved	m2	126,843	234,937	-	36,328	75,118	14,672	66,047	192,165	Data from Research Team - Development Statistics Database	Indicator Only
Commercial Development Completed	m2	575,964	229,064	-	94,432	479,808	61,904	116,651	752,795	Data from Research Team - Development Statistics Database	Indicator Only
Business Events											
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result		Q4	YTD	Comment	Status
Number of bids submitted	No.	20	19	-	-	0	-	20	20		Indicator Only
Number of events secured	No.	9	7	-	-	0	-	5	5		Indicator Only
Delegate numbers of events secured	No.	8,405	5,110	-	-	0	-	3,520	3,520		Indicator Only

Economic impact of events secured	\$	28,304,032	19,696,620	-	-	0	-	15,847,353	15,847,353	Indicator Only
Delegate days of events secured	No.	31,227	22,200	-	-	0	-	16,080	16,080	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
<b>Energy Planning</b>				
Implement priority emissions reduction actions from the City's Environmental Sustainability Strategy with key internal and external stakeholders	2018	50	Many actions in the City's draft Environmental Sustainability Strategy are already being implemented including installation of renewable energy and storage to Council sites, advocacy for improved energy efficiency and local renewable energy, participation in the C40 City Solutions Platform to identify renewable energy uptake opportunities and other initiatives.	<b>On Track</b>

Major Programs	Progress To Date	Status
<b>Energy Services</b>		
Advocate for the continued roll out of low energy consumption lamps	Ausgrid is currently installing LED lights in residential roads, but only for lights that have failed. Ausgrid's recent letter proposes an approach to evaluate an accelerated replacement program for residential lighting. It is hoped this can be agreed and implemented in the short term (within 6 months). Main road lights will be the subject of more LED trials and it is anticipated that it will be a longer-term project to commence LED rollout on main roads. Ausgrid have commenced installation of Pedestrian lights from 12 June 2017 onwards. Ausgrid have commenced trials of LED luminaries for main roads.	<b>On Track</b>

<b>Advocacy</b>		
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.	The City collaborated with a number of other organisations (e.g. Council of Capital City Lord Mayors, Total Environment Centre) on submissions in response to the preliminary report of the Finkel Inquiry into the National Electricity Market. A key recommendation is that climate change should be added to the National Electricity Objective. This would sit alongside system cost and security of supply. If climate change was a consideration, this would have affected consideration of the City's Local Generation Network Credits proposal, which facilitates sharing of energy locally. Adding the climate change criterion would also accelerate roll-out of renewables.	<b>On Track</b>

### 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
<b>Planning</b>				
Finalise the City's Waste Management Strategy for the local government area to achieve the waste objectives in Sustainable Sydney 2030.	2017	90	Draft Waste Strategy was endorsed for public exhibition by Council on 26 June 2017. Public exhibition underway until 22 August. Stakeholder briefing held on 17 July.	<b>On Track</b>
Finalise Waste Management in New Developments Guidelines and amend the City Development Control Plan to facilitate implementation of the Guidelines.	2017	95	The review of the Waste Minimisation in New Developments Guidance document has progressed this quarter but is still yet to be finalised. The NSW Environment Protection Authority (EPA) has still not released the updated Better Practice Guide for Waste Management in Multi-unit Dwellings. Once the City's guidance document is drafted and finalised, this will be reviewed by a representative from	<b>On Track</b>

Major Programs	Progress To Date	Status																		
<b>Waste Management Services</b>																				
Provide high quality waste and recycling services that meet the needs of our community	<p>The City provides waste and recycling collection services to over 100,000 households each week. In addition to kerbside collection services and managing the City's domestic waste and recycling processing contracts, The City provides e-waste recycling events, household chemical drop-off days, reverse vending machines, and recycling stations at libraries for mobiles, light bulbs and batteries. The City also partners with the community to solve waste issues through targeted engagement and education programs.</p> <p>In June the City provided an e-waste recycling drop off event at the Sydney Park Nursery Depot collecting 26 tonnes of electronic waste from 882 participants bringing the total e-waste collected this year to 110 tonnes from 3,260 participants. The table below describes the amount of e-waste collected (tonnes) and the number of participants for each quarterly event held in the 16/17 financial year.</p> <table> <tr> <th></th><th>WASTE (t)</th><th>PARTICIPANTS</th></tr> <tr> <td>Q1</td><td>44</td><td>903</td></tr> <tr> <td>Q2</td><td>17</td><td>653</td></tr> <tr> <td>Q3</td><td>23</td><td>822</td></tr> <tr> <td>Q4</td><td>26</td><td>882</td></tr> <tr> <td>TOTAL</td><td>110</td><td>3,260</td></tr> </table> <p>The City's also updated its draft Waste Management Local Approvals Policy to replace the current Waste Policy adopted in 2013. The draft Waste Policy covers who is responsible for the management of waste and clarifies which activities do not require the City's approval. The draft policy details waste collection times and zones. This includes the CBD's new night-time commercial waste collection zone, new waste collection times along the light rail corridor and protocols for grease trap waste collection and skip bins. The policy is available for public consultation on Sydney Your Say until 14 August 2017.</p>		WASTE (t)	PARTICIPANTS	Q1	44	903	Q2	17	653	Q3	23	822	Q4	26	882	TOTAL	110	3,260	<b>On Track</b>
	WASTE (t)	PARTICIPANTS																		
Q1	44	903																		
Q2	17	653																		
Q3	23	822																		
Q4	26	882																		
TOTAL	110	3,260																		
Provide a high quality, customer-focused street cleansing service	In 2016/17, the City collected a total of 8,552.35 tonnes of street cleansing waste, 3,059 mattresses and over 200 tonnes of white goods.	<b>On Track</b>																		
<b>Partnerships</b>																				
Advocate for waste prevention and increased resource recovery through extended producer responsibility schemes and the expansion of waste treatment facilities.	The City has included in its response to the Greater Sydney Commission district plan draft consultation documents recommendations for a regional waste planning approach. The City made a submission to the NSW Upper House inquiry into energy from waste technology and has been invited to speak at the associated public hearing.	<b>On Track</b>																		
<b>Regulation</b>																				
Proactive patrols of at least 250 hours per month to detect and deter the inappropriate discarding of litter, waste or unapproved distribution of advertising materials.	<p>In Q4 the rangers spent over 1,539 hours in proactive patrols to deter dumping, illegal advertising, cigarette butt littering and related offences. 276 penalty notices were issued.</p> <p>A total of 1, 428 penalty notices were issued during the 2016/17 financial year.</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.	In May 2017 the City made a submission to the NSW Legislative Council's inquiry on matters relating to the waste disposal industry in New South Wales. Staff have subsequently been invited to speak at a public hearing on the topic.	<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
<b>Planning</b>				
Lead and facilitate the implementation of recycled water precincts within the local government area such as Green Square and Sydney Park.	2017	60	<p>Construction of the Green Square Town Centre Water Reuse Scheme has advanced. The storm water treatment facility in the Green Infrastructure building is complete, recycled water storage tanks have been installed under the South Sydney Hospital site and the civil works for the Sheas Creek stormwater harvesting system are now in place.</p> <p>Negotiations for the provision of a private water utility services in the Greater Green Square urban renewal area (Stage 2) are complete.</p> <p>There has been ongoing liaison with the Light Rail consultants over the installation of recycled water pipeline along the George Street alignment and while there are technical challenges, good progress is being made.</p>	<b>On Track</b>

### Water Services

Identify and implement priority enabling actions from the City's Decentralised Water Master Plan with key internal and external stakeholders focussing on delivering water efficiency, recycling and quality targets.	2017	80	<p>Enabling actions from the Master Plan have been reviewed and included in the Environmental Sustainability Strategy.</p> <p>Current period actions include continued discussions with NSW Government in relation to water pricing reform to enable cost effective water recycling.</p>	<b>On Track</b>
---	------	----	--	-----------------

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

### Advocacy

Advocate for regulatory change that facilitates the delivery of outcomes as defined in the Decentralised Water Master Plan.	The City responded to the Wholesale Pricing review by IPART through a formal submission which was lodged to IPART in April. Response to water pricing reform has also seen active participation by the City in the Local Water Solutions Forum and the Cooperative Research Centre for Water Sensitive Cities.			<b>On Track</b>
---	--	--	--	-----------------

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Planning				
Develop an overarching Environmental Sustainability Strategy that covers the activities within the local government area and the operation of Council.	2017	100	The final version of the Strategy was endorsed by Council on 27 March.	Complete
Major Programs	Progress To Date			Status
Commercial office buildings and tenant engagement				

Deliver the CitySwitch Green Office Sydney program to office based businesses to facilitate improved environmental performance.

For the 2016 calendar year CitySwitch Sydney Signatories reduced their carbon emissions by 28,000 tonnes through energy efficiency alone. In the last four quarters, the program signed five tenancies; representing a growth of 1% by square meterage.

**On Track**

During the year (to June 2017) five events have been held for Signatories, being:

1. Webinar on renewable energy options for business;
2. Networking event in partnership with City of Willoughby and North Sydney;
3. The CitySwitch NSW State and National awards ceremony;
4. An event highlighting options for the installation and procurement of renewable energy; and
5. Waste cafe series and behaviour change campaign launch.

The signatory awards event was held in Sydney in November. Norman Disney & Young and Westpac received the NSW partnership award, Marlin Communications won the NSW new signatory award, Architectus received the NSW under 2000 square metre signatory of the year award, and The State Library of NSW was awarded the over 2000 square metres signatory of the year.

During the year the City has supported 26 signatories in their use of the CitySwitch waste tool to measure their office waste generation and recycling and to set a baseline. The City continues to work with Signatories to measure and rate their energy performance using the NABERS Energy rating tool, with 150 tenancies having a current office rating.

The City has supported the NSW Office of Environment and Heritage in a trial of a new NABERS energy rating tool. The project seeks to substantially increase the number of tenant ratings by encouraging building owners to rate all the building's tenants at the same time that they do a base building rating. The City has designed and developed a disposable coffee cup avoidance behaviour change campaign that can be used by Signatories to engage with their office based staff.

Coordinate the CitySwitch Green Office national program across Australia.

For the 2016 calendar year Signatories have reduced their carbon emissions by 58,000 tonnes primarily through energy efficiency improvements, and a further 324,000 tonnes of carbon emissions were abated through offset purchases. Members undertook 1,500 projects. The annual Program Report detailing 2016 achievements and outcomes was published in March.

**On Track**

During the year (to June 2017) the CitySwitch national program grew by 13% to almost 3.5 million square metres. Program managers nationally supported their signatory businesses in their use of a new CitySwitch waste assessment tool. Signatories representing 20% of the program's floor area have now established a waste baseline. The businesses now have an understanding of their office waste generation and recycling rates, and are developing waste action plans that seek to reduce their impact.

CitySwitch's new resources and toolkits have been made available online, including the following published as an e-book by communications partner 5th Estate: Office waste (with 2,840 downloads); and renewables (with 2,193 downloads).

Signatories submitted their annual performance reports in November, with reports received by businesses representing 71% of the program's floor area.

The CitySwitch National awards event was held in Sydney, celebrating leading signatories from across the country. The National Signatory of the year is Frasers Property Australia; KPMG is the National New Signatory of the Year; and the Partnership of the Year National Award went to South Australian signatories WAX design and dsquared Consulting.

Manage the Better Buildings Partnership program for commercial building owners and their agents to facilitate improved environmental performance.

In December 2016 the City announced that the members of the Better Buildings Partnership had collectively reduced their carbon emissions by 47 per cent in the year ending 30 June 2016, from their 2006 baseline. As a result the members enjoyed a \$32 million saving from avoided electricity costs in 2016.

**On Track**

During the year (to June 2017) the Partnership developed a checklist guideline to assist building owners and developers ensure the energy efficiency provisions in the National Construction Code for new build and major refurbishments are adhered to; and launched a new leasing standard which sets a minimum definition of green leasing for tenant and landlords to collaborate for better sustainability and performance outcomes.

The Partnership also started working on the transition of these best practice guidelines into industry standards, featuring its leasing work in a national event tour with the Property Council of Australia and federal government Department of Environment and Energy's Commercial Building Disclosure Program. The Partnership also provided input into a review of the federal government's green lease schedule.

The Partnership continued to work with the Office of Environment and Heritage on the development of a new National Australian Built Environment Ratings Systems (NABERS) tool for Waste. It also worked with Good Environmental Choice Australia to establish a draft accreditation standard for commercial waste service providers.

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

In August 2016, Council endorsed a revised Environmental Upgrade Agreement policy and City staff completed required changes to the procedures, documents and web content. These changes were undertaken to align with the revised contract template issued by the NSW Office of Environment and Heritage and aims to make the process clearer for all contracting parties.

**On Track**

The City also supported the NSW Office of Environment and Heritage with their repositioning of this finance mechanism. It will now be referred to in the public domain as Building Upgrade Finance and further encourages efforts by finance providers and technical service providers to promote and drive private sector demand for the service.

Over the year (to June 2017), 756 visits were made to the service web pages but no new agreements were entered into by the City. One of the existing agreements was paid out by the building owner. The City continues to provide administrative support for three Environmental Upgrade Agreements.

Coordinate the Environmental Performance Grant programs to support the adoption of innovation and to help address key barriers to action in our community in order to improve environmental performance.

In 2016/17, 34 environmental grants were recommended by Council for a total of \$397,720 cash. These projects were awarded through the City's three Environmental Performance Grant programs and the Knowledge Exchange Sponsorship and Venue Support programs.

**On Track**

The most recent approvals include support for a number of Strata Plans for Buildings Operations and Ratings and Assessments projects, Edge Environment's demonstration project for recovered and re-engineered commercial building timber, Good Environmental Choice Australia's Waste Contractor Standard project and the Nature Conservation Council's "Repower" campaign launch through the waiving of venue hire fees.

#### **Business engagement (non-office based)**

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

During the year (to June 2017) the Smart Green Business program recruited 82 medium and large sized businesses across the accommodation and entertainment sector, of which 76 have implemented identified water efficiency and/or waste recommendations. As a consequence the 76 businesses will be saving a total of 143 mega litres of potable water; 3,142 tonnes of CO2-e; and \$622,883 per year – or an average of \$8,000 per year in cost savings for these businesses.

**On Track**

The City has also engaged 38 smaller businesses who were introduced by the City's Health & Building Officers who provide sustainability advice during food business inspections. Out of these businesses, 19 have implemented water recommendations and their businesses achieved an average cost saving of \$1,960 per year.

#### **Residential engagement**

Provide support to building owners, agents, residents and other key stakeholders to facilitate improved environmental performance within the residential apartment sector.

The most significant achievement for the sector this year (to June 2017) was the commitment by the NSW Government, on behalf of the Commonwealth, to develop an energy and water National Australian Built Environment Rating System (NABERS) rating tool for apartment buildings. The rating tool will provide a significant resource for apartment owners and their agents to understand and compare their building's performance and the City has been advocating for this development since 2013. The City is supporting the development of the NABERS rating tool and advocating for mandatory disclosure once it is operational.

**On Track**

The Smart Green Apartments program is working with 20 large apartment buildings housing over 6,000 city residents to reduce energy and water consumption and improve waste management. Audits for all 20 buildings are complete, with average cost savings of \$57,000 per building identified – which would account for a 35% cost reduction and a 28% reduction in carbon emissions should they be implemented. The City is supporting owners in their review and subsequent implementation of the measures they choose to implement.

The Leadership Network met four times in the year to discuss the following topics: Charging electric vehicles in apartment buildings (13 buildings represented); Sydney Water's WaterFix program and individual apartment metering (16 buildings represented); Monitoring energy and water consumption (26 buildings represented); and the Energy Savings Scheme (14 buildings represented).

The City continued to support Owners Corporations to identify energy and water efficiency opportunities on common property through the Environmental Performance Grants program. Council has approved 14 energy and water assessment projects and 8 water monitoring grants over the year. A Knowledge Exchange Grant was approved to sponsor the Strata Communities Australia Environmental Award.

Broader residential sustainability engagement included ten Green Villages workshops delivered over the year. The workshops were attended by 253 participants. Evaluation indicated that 96 per cent of respondents have undertaken one or more new actions as a result of the workshops and are connected in to the City's wider offering.

The City has continued to promote and support residential waste reduction and re-use through its ongoing support of The Bower Household Recovery and Reuse Service. This year, 483 residents have contacted the service and 32 tonnes of household items have been diverted from landfill as a result.

Support the Green Living Centre in partnership with Marrickville Council to facilitate low carbon living for the residents and businesses in the Newtown precinct.

During the year (ending June 2017) the Green Living Centre received 2,543 shop front visitors and delivered 59 low carbon living engagements to 911 participants. The engagements included: Solar PV and batteries; sustainable living workshops; free solar assessments; an Energy Café and a solar for business talk. Seventeen local businesses participated in the Sustainable Business Program and 42 households received a free solar assessment. Local business, Glow Worm won an expression of interest to take over the bikes from the bike library for community use from their Addison Road Marrickville shop.

**On Track**

The Green Living Centre hosted a monthly movie night and commenced a new project for businesses promoting the use of fridge timers. The Centre participated in an Earth Hour event at Stucco student housing co-operative and the World Earth Festival at Newtown School of the Performing Arts.

Develop and deliver a High Rise Leaders Retrofit Program for apartment buildings.

The Hi-Rise Retrofit Program (Smart Green Apartments) will support 200 buildings over the next ten years to reduce greenhouse gas emissions, water consumption and to facilitate improved waste management. The program is also enabling the City to pilot new rating tools, engagement and training programs which could then be rolled out across New South Wales in partnership with the State government.

**On Track**

Smart Green Apartments launched in November 2016 with the first 20 buildings selected now receiving the following services: Energy audits (delivered in partnership with the NSW Office of Environment and Heritage) to identify cost-effective improvements and upgrades; Lighting audits; A waste and recycling assessment and engagement program with tailored solutions; Access to an online data platform to track and manage building energy and water consumption; Capacity building opportunities through the Leadership Network and tailored events and training sessions; and access to Sydney Water's Waterfix program.

Energy audits for all 20 buildings are complete, with average cost savings of \$57,000 per building identified – which would account for a 35% cost reduction and a 28% reduction in carbon emissions should they be implemented. Participating Owners Corporations and Strata Committees are now progressing with identified projects. One lighting project has already been completed; Capitol Terrace has reduced energy consumption by 31MWh per annum, equating to a reduction of 30 tonnes CO2-e/ yr, through the installation of LED lighting in their fire stairs.

An initial baseline audit of waste and recycling infrastructure and recycling rates has been completed for all participating buildings. Buildings were provided with feedback on their current performance and resident engagement. Infrastructural improvement suggestions and increased signage have been supplied.

All buildings now have access to the online data platform, providing both real-time and historical electricity and water data, along with historical gas data. The data portal is a key tool for building owners' continuous improvement and for the City to monitor and evaluate the success of the program. Data is also being shared with the NSW Government to assist in the development of their residential ratings tool.

Through a collaboration with Sydney Water, the City is offering buildings access to the Waterfix program that is designed to reduce water use within individual units. To date two buildings, Museum Towers and Capitol Terrace are participating. The Waterfix program offers upfront financial assistance which is repaid through identified savings. Initial estimates for Museum Towers are that they will realise savings of more than \$100,000.

Participating buildings are now being offered advice on sustainable transport – a new service developed through the year. A bicycle rack installation guide for strata is under development and sustainable transport engagement initiatives and workshops made available to participating buildings.

Engagement channels, including a closed LinkedIn group and e-newsletter have continued to be utilised to connect participants and program partners. In addition to the leadership network meetings, another event was held in May to up-skill participants in strata legislation and provide guidance on decision-making and implementation of building upgrade opportunities.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Property</b>				
Continue to implement Photovoltaic (solar energy) projects for City of Sydney buildings.	2017	65	<p>A change request is being prepared to cover an extension to the Solgen contract - for two years. Approximately one half of the capacity identified in the original contract site list has been installed to date. New sites for PV installation are being identified to offset sites in the original list that were subsequently found to be unsuitable.</p> <p>A new WHS framework for PV work has been established and installations have resumed. A 13 kW installation has now been installed on the Green Living Centre building and planning is advanced for larger installations on a number of other buildings. The existing panels (almost 200 kW) on the Epsom road depot are being relocated to the new Alexandra Canal depot. In the second half of 2017 an additional 280 kW of additional panels will also be installed on the new depot along with a large (500 kWh) lithium ion battery. The battery installation is joint project with TransGrid and will help make the depot almost self-sufficient (carbon neutral) in electricity.</p>	<b>Watch</b>

Major Programs	Progress To Date			Status
Environmental Management				
Continue to implement an environmental management system that will enable risk and opportunities to be effectively and efficiently managed across the organisation.	Activities completed in 2016/17 include: - Environmental controls for capital works projects have been incorporated into WHS inspection checklist for Construction sites. - Training for Environmental Controls has been provided to project Managers. - The Sustainable Design Technical Guidelines have been completed and implemented. - The Green Report has been updated to align with the Environmental Strategy. - Internal Audit of Environmental Reporting draft outcomes. - The EMS Sharepoint platform has been developed and launched on the City's Intranet.			On Track
Develop annual emissions inventory and associated documentation with independent verification to continue to meet the criteria of carbon neutral certification under the National Carbon Offset Standard.	The City continues to be certified carbon neutral and submitted its emissions inventory, annual report and public disclosure statement to the Australian Government for certification under the National Carbon Offset Standard (NCOS).			On Track
Fleet Management				
Manage the light and heavy vehicle fleets to encourage low emission driving behaviour and reduce CO2 emissions.	The Fleet Emissions for Q4 were at 512 Tonnes CO2 compared to 461 Tonnes CO2 for Q4 last year.  The City's annual target is to maintain fuel emissions at 2013/14 levels. By continued use of Bio-Diesel and stabilising Fleet numbers, we are maintaining the levels within the target. There was a decrease in fuel usage for Q4 by 23,000 litres, compared to this time last year.  The roll out of the Low Risk and Eco-Driving Handbook has continued to the City s drivers through a series of presentations to senior management, team leaders/coordinators and supervisors across City Operations in Q4. The objective in Q1 2017/18 is to continue training of the City's existing drivers and new employees.			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				
Construct stage one of the City Farm and commence operations – farmer’s market cropping, orchard and education programs	2017	95	Practical completion of City Farm Community Hub landscape works. Interim site suitability letter obtained from City Farm site auditor for the Community Hub. Volunteers assisted with area activation. Formal education programs continued to be held in Sydney Park Pavilion, St Peters. Continued development of farmers' market application documentation, business structures and volunteer frameworks.	On Track
Major Programs	Progress To Date			Status
Community Greening				
Support and promote the development of community gardens, footpath gardening, and sites maintained and managed by community volunteer groups.	The City supports 19 community gardens, three footpath gardens, five Bushcare /Landcare groups and one community composting group by providing ongoing assistance, donation of materials and encouragement to become			On Track

a self-managed group to a high standard. Proposed new community gardens include: Millers Point, Surry Hills, Redfern, Kings Cross and Darlinghurst.

Urban Forest			
Continue to 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. 716 street trees planted during 2016/17. Construction of in-road planting projects in Cowper Wharf Road Woolloomooloo and Jennings St Alexandria completed. Ongoing design and consultation continuing for Bowman Street and Ripon Way.		On Track
Continue to implement a program to support residents planting and maintaining canopy trees on their property.	Tree give-away event held on 1 April, with 1200 free trees given to residents. The day was a success with staff given an opportunity to explain and promote canopy cover and other tree management issues and receive numerous positive comments on the initiative.		On Track
Urban Ecology			
Continue to implement volunteer bush regeneration program in the City's parks and open spaces.	<p>The City supports five Bushcare/Landcare groups by providing ongoing assistance, donation of materials and training to become a self-managed group.</p> <p>Conservation Volunteers Australia at Sydney Park had a total of 160 volunteers participating in the bushcare program from March to June 2017 completing an estimated 800 volunteer hours.</p> <p>Conservation Volunteers Australia completed their 3 year tender managing volunteers at Sydney Park. Over this period they worked with a total of 1,387 volunteers since the program began in June 2014, 35% of which were local City of Sydney residents. This equated to 6,489 volunteer hours and included 9,488 plantings and 1076 bags of weeds collected across Sydney Park's bush restoration sites.</p>		On Track
Monitor the community fauna sighting database, sharing information and reporting on results.	237 reports to date by community and staff. Currently with GIS to review and improve format of online tool. 76 bird species recorded during formal bird survey.		On Track
Greening Sydney Plan			
Continue to deliver the public domain landscaping program.	Works delivered in 2016/17 covered an area of 10, 841 m2 and included installation of new garden beds on verges/nature-strips/ road sides where hard surfaces such as concrete or asphalt has been removed and replaced with gardens or sometimes turf.		On Track
Deliver Living Colour floral displays to high profile retail and tourist precincts throughout the City during spring and summer.	<p>Baskets were removed in May and will be re installed in September for the Spring display.</p> <p>Spring display designs and layouts are in development with sowing of plants to begin in July.</p> <p>Spring display on track to begin on Monday 11 September for 8 weeks.</p> <p>Christmas 2017 designs and layouts approved with City's events team for the 6 week display.</p>		On Track
Encourage new buildings and redevelopments to maximise the integration of landscaping in building design.	The City's Landscape Code was adopted by Council in November 2016. The code is now in use and is available to the public to assist applicants prepare high quality landscaping proposals.		On Track

## 2.S.1 Key Performance Indicators

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

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		



Overall greenhouse gas emissions for all City of Sydney operations – total all emissions (Includes electricity, gas and onsite fuel usage converted to greenhouse gas emissions; not including Green Power or offsets). Baseline 2006 Data – 52,972 tCO2e	Tonnes CO2	40,204	39,566	-	10,602	9,816	10,070	9,934	40,422	Quarterly results and cumulative year-to-date totals are indicative only, based on actual and estimated data. An independently verified inventory based on actual data is only undertaken on an annual basis due to the frequency and availability of data sources (such as gas consumption, travel and other sources).	Indicator Only
Greenhouse gas emissions for City of Sydney operations - Buildings Baseline 2006 Data – 28,775 tCO2e	Tonnes CO2	20,468	18,655	-	5,541	5,086	5,461	4,562	20,650		Indicator Only
Greenhouse gas emissions for City of Sydney operations - Street lighting Baseline 2006 Data – 15,131 tCO2e	Tonnes CO2	11,942	11,580	-	3,089	2,448	2,448	3,134	11,119		Indicator Only
Greenhouse gas emissions for City of Sydney operations - Parks Baseline 2006 Data – 2,502 tCO2e	Tonnes CO2	1,824	1,762	-	440	391	395	401	1,627		Indicator Only
Greenhouse gas emissions for City of Sydney operations – other sources (includes emissions from flights, taxis, contractors, onsite fuel, events, and refrigerants) (measured annually in June) Baseline 2006 Data – 3,896 tCO2e	Tonnes CO2	2,725	3,763	-	-	-	-	5,296	5,296	Estimate only due to reporting timeliness and availability of data sources. Emissions from 'other' sources increased mostly due to replacement of ozone depleting refrigerants with refrigerants that have a higher global warming impact.	Indicator Only
Greenhouse gas emissions for City of Sydney operations - Fleet (total) Baseline 2006 Data – 2,669 tCO2e	Tonnes CO2	2,224	2,160	2,350	602	568	443	512.62	2,125.62	Fuel emissions slightly increased in Q4 but still under target, lower usage of Biodiesel compared to this time last year, unleaded had a slight increase in usage compared to last quarter though still lower usage compared to last year.	On Track
Greenhouse gas emissions for City of Sydney local government area – total all emissions Baseline 2006 Data - 5,915,758 tCO2e (Includes emissions from electricity, gas, refrigerants, transport and waste - measured annually in December)	Tonnes CO2	-	-	-	-	0	-	-	-	This KPI was introduced for the year 2016/17. Local government area electricity data for the period is not currently available.	Indicator Only
<b>Water Usage and Stormwater - Reduce overall water consumption and reliance on mains water used by council and across the local government area.</b>											
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result Q2	Q3	Q4	YTD	Comment	Status
Total City of Sydney mains water usage	kL	404,290	418,548	-	97,382	125,912	124,276	101,632	449,202	Water consumption figures for previous quarters have been amended from estimates to actuals. Q4 figures are estimates and will be adjusted once actuals are released by Sydney Water	Indicator Only

Total City of Sydney mains water usage – Parks and Public Domain	kL	147,898	149,919	-	38,470	59,762	54,178	38,157	190,567	Water consumption figures for previous quarters have been amended from estimates to actuals. Q4 figures are estimates and will be adjusted once actuals are released by Sydney Water.	Indicator Only
Total City of Sydney mains water usage – Commercial Buildings	kL	97,733	107,577	-	20,749	23,137	26,332	24,818	95,036	Water consumption figures for previous quarters have been amended from estimates to actuals. Q4 figures are estimates and will be adjusted once actuals are released by Sydney Water	Indicator Only
Total City of Sydney mains water usage – Community Buildings	kL	31,135	27,567	-	8,923	8,446	9,924	9,758	37,051	Water consumption figures for previous quarters have been amended from estimates to actuals. Q4 figures are estimates and will be adjusted once actuals are released by Sydney Water	Indicator Only
Total City of Sydney mains water usage – Operations (Depot etc.)	kL	44,416	43,390	-	7,295	9,457	10,022	8,913	35,687	Water consumption figures for previous quarters have been amended from estimates to actuals. Q4 figures are estimates and will be adjusted once actuals are released by Sydney Water	Indicator Only
Total City of Sydney mains water usage – Aquatic Facilities	kL	83,108	90,095	-	21,945	25,109	23,820	19,985	90,859	Water consumption figures for previous quarters have been amended from estimates to actuals. Q4 figures are estimates and will be adjusted once actuals are released by Sydney Water	Indicator Only
Total mains water consumption for the local government area (measured annually)	ML	35,959.65	36,847	-	-	-	-	0	-	LGA water consumption data provided annually in October by 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	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Result Q1	2016/17 Result Q2	2016/17 Result Q3	2016/17 Result Q4	2016/17 Result YTD	Comment	Status
Total Waste Collected	Kg/Capita	336.74	319.54	340	75.53	76.66	80.57	75.86	308.62		On Track
Total Waste Recycled	Kg/Capita	230.91	222.44	230	49.75	52.53	54.19	53.2	209.67	The City fell 20.33kg short on this year's recycling target of 230 kgs per capita. This is attributed to trending declines in the weight of packaging material and overall reduced consumption of heavier recyclable items like glass jars and newspapers which are being replaced with plastic and foil packets, liquid paperboard cartons, and digital media. This has resulted in notable weight reductions in typical domestic recycling bins. The transition to lighter-weight consumable materials and the imminent introduction of the NSW Container Deposit Scheme means that even as residents get better at recycling we may	Watch

experience lower per capita recycling tonnages compared to previous years. These factors are being considered when setting domestic waste recycling targets in future and are being captured in the City's Waste Strategy development.

Resource Recovery Rate	%	68.53	69.62	68	65.86	68.52	67.25	70.13	67.94	The City's resource recovery rate increased by 2.88% in Q4 compared to the previous quarter due to resource recovery performance improvements from the City's contractors Advanced Waste Treatment facilities that are responsible for processing the City's domestic general waste. The year to date recovery rate falls 0.06% short of the 68% year to date recovery target.	Watch
City of Sydney Recycling (organisational facilities)	Tonnes	814	1,238	-	342	61.63	66.11	88.8	558.54	Commenced with a new service provider from 1 October 2016 and this has seen a significant drop-off in reported and billed tonnages partly due to changes in how waste collected is calculated	Indicator Only
City of Sydney Waste Collected (organisational facilities)	Tonnes	2,409.68	2,219	-	611	171.3	176.81	263.1	1,222.21	Commenced with a new service provider from 1 October 2016 and this has seen a significant drop-off in reported and billed tonnages partly due to changes in how waste collected is calculated	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	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Result				Comment		Status
					Q1	Q2	Q3	Q4	YTD		
Street trees planted annually	No	913	727	700	291	20	43	362	716		On Track
Total street trees	No.	30,132	32,119	30,000	31,750	31,812	31,885	32,092	32,092		On Track
Number of plants planted at community planting events	No	9,135	8,391	7,500	1,309	3,739	0	225	5,273	Strategy developed and additional resources allocated to support KPI	Attention Required
Total trees and shrubs planted	No.	73,876	62,187	52,000	8,956	15,422	8,150	20,538	53,066	Target met through planting throughout all areas in parks, including small park upgrades.	On Track
Public Domain Landscaping (nature strips, rain gardens, traffic treatments)	m2	10,896	10,629	10,000	3,637	2,172	1,200	3,832	10,841	The overall total for year is 10,841 sqm where hard surfaces, such as concrete or asphalt, has been removed and replaced with gardens or sometimes turf	On Track
Extent of locally-indigenous bushland increased compared to 2009/10 baseline (4.6ha) (measured annually)	ha	1.4	0.39	-	-	-	-	8.3	8.3	Total of 12.9 hectares of locally-indigenous bushland to date. Stormwater harvesting project at Sydney Park, saw significant increase in locally native bushland managed under the bush restoration management program.	Indicator Only

Number of indigenous bird species (2009/10 baseline - 63 species) (measured annually)	No	88	64	-	-	-	-	76	76	Target achieved - five yearly formal bird surveys in 2016/17. Reptile and frog surveys scheduled for 2017/18.	Indicator Only
Footway replaced by green verge	m2	3,932	3,660	2,200	1,603	619	997	1,329	4,548	Additional greening opportunities identified during construction of the footway renewal program. Greening target exceeded within the allocated budget	On Track

Environmental Performance Grants											
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result Q2	Q3	Q4	YTD	Comment	Status
Value of environmental grants approved by the City of Sydney	\$ '000	-	-	-	110.48	102.46	183.93	0.85	397.72	The final round funded from 2016/17 (Round 4) was reported in Q3.	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				
Commence studies to support the Green Square light rail.	2019	80	This project is in the mode of advocacy for better public transport commitments from TfNSW in Green Square. Chief Transport Adviser is leading this strategy.	On Track
Advocacy				
Work with State Government on walking and cycling connections between Barangaroo and surrounding areas.	2017	90	The City continues to work closely with Barangaroo Delivery Authority to plan and design walking and cycling connections. Further work is needed to connect the Hickson Road cycleway to existing cycleways. Advocating for inclusion of cycle facilities at the proposed Barangaroo Metro station and improved connections between the station and the cycle catchment.	On Track
Partnership				
Support State Government in developing interchanges and key transport hubs, including those in CBD affected by the Sydney City Centre Access Strategy.	2017	90	The City is working with State Government on planning for metro stations in the city centre, including providing ongoing feedback as designs progress. Working with the CBD Coordination Office on the interchange precincts.	On Track
Major Programs	Progress To Date			Status
City Transformation				
Continue to support the implementation of light rail down George Street and in wider LGA area.	Ongoing involvement in design process through Urban Design Reference Group and weekly design meetings			On Track
Advocacy				
Provide advice and advocate for transport outcomes that align with the City's strategic vision through State Government Barangaroo planning process	The City is continuing to engage with Transport for New South Wales and the Sydney Metro team in planning for the new station at Barangaroo following Sydney Metro planning approval. Wynyard Walk is now open and ferry services have commenced..			On Track
Planning				
Work with the State Government to implement changes to loading, taxi and parking arrangements to support light rail and related works in the City Centre	City is working closely with the CBD Coordination Office and other stakeholders, such as the Taxi Council, to manage kerbside use in central Sydney. A regular meeting on kerbside uses is ongoing hosted by CBD Coordination Office			On Track
Partnership				
Work with State Government and the Taxi industry to implement more taxi ranks in better locations in the City Centre	The City continues to work with Transport for NSW and the taxi industry to implement new taxi ranks and relocate existing ones when needed. New ranks, including Pitt Street north, have recently been implemented in the city centre, with alternative locations being found where space has been lost as a result of light rail. The City works closely with the CBD Coordination Office on all kerbside issues, including taxi rank provision.			On Track

3.2 Transport infrastructure is aligned with City growth.				
Major Programs	Progress To Date			Status
Advocacy				
Work with State Government to ensure understanding of transport implications of development in LGA.	We continue to work with the CBD Coordination Office and Central Sydney Traffic and Transport Committee (CSTTC) working group on large developments within Central Sydney			On Track
	We are also working with stakeholder groups for Urban Growth development sites, such as Waterloo and Bays Precinct			
3.3 Negative impacts from transport on public space in the City Centre and Villages are well managed.				
Major Programs	Progress To Date			Status
Parking				
Utilise enforcement activities to ensure turnover and improve safety and accessibility of city parking.	The City continued to focus on proactive and reactive ranger patrols during the 2016/17 financial year. Patrols encouraging a turnover of kerbside parking spaces, so all road users have an opportunity of finding a parking space, were a priority. Additional patrols were also maintained in the residential areas, predominantly in the outer lying areas, where commuter parking places additional strains on the available spaces. A total of 256,744 parking infringements were issued in 2016/17, which was a 4% increase on previous year.			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.	2017	60	Active involvement in the Greater Sydney Commission District Plan process which now includes future transport planning for key corridors. Liaison with Transport for NSW and Roads and Maritime Services on specific projects such as the McEvoy-Lachlan corridor, including a submission to their concept plan public consultation process and a submission to the Preliminary Concept Design. Engagement with TfNSW draft roads strategy and introduction of place to analysis of road function. Input into the review of the City Centre Access Strategy.	On Track
3.5 There is quality access to transport services and infrastructure in the city.				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Transport Infrastructure				
Advocate to ensure public infrastructure meets the needs of uses.	2017	80	The City continues to advocate for good public transport access outcomes in the Sydney Metro project and will continue to advocate for improvements to public transport in urban renewal areas across the local government area. Also	On Track

highlighting the need for active transport infrastructure to meet demand for increased travel to, from and within the city centre. In addition, the City includes provision for people with decreased mobility so infrastructure is accessible to the whole population.

### 3.S.1 Key Performance Indicators

#### Parking and road management - Encourage use of more environmentally friendly and sustainable means of travel in the City

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result			Q4	YTD	Comment	Status
Total number of car share parking spaces in the city (program to date)	No.	648	690	-	698	709	711	711	711	711	21 new on-street spaces have been endorsed by the Local Pedestrian, Cycling and Traffic Calming Committee (LPCTCC) for installation between July 2016 and June 2017	Indicator Only
Proportion of resident drivers who are members of car share schemes	%	16.3	17.5	-	17.5	17.79	18.31	19	19	19	There are 125,763 licensed drivers and 24,233 residential members of City authorised car share schemes, this equates to just over 19% of licensed drivers in the city.	Indicator Only

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

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result			Q4	YTD	Comment	Status
Road renewed/treated program	m2	51,368	70,639	35,000	8,090	16,702	8,931	8,908	42,631	42,631	Target Achieved	On Track



## 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
Partnerships				
Work with 14 neighbouring councils and State and Federal Governments to implement the Inner Sydney Regional Bike Network	2020	50	<p>The Inner Sydney Regional Bike Network Final Business Case for Infrastructure Australia, to apply for federal funding, is in progress.</p> <p>The benefits of the Network were highlighted in the City's submission to the NSW Government's Draft District Plan.</p>	On Track
Major Programs	Progress To Date			Status
Walking				
Deliver the CBD Streetscape Improvement program, including the installation of smartpoles, upgraded and improved LED street lighting, traffic signals, street furniture and the installation of granite paving.	<p>Bent Street – Gresham Street to O’Connell Street – Smartpoles Castlereagh Street – Liverpool Street to Bathurst Street - Smartpoles Elizabeth Street – Market Street to King Street – Granite paving Elizabeth Street - Museum Station Corner Liverpool Street – Granite paving Goulburn Street – Pitt Street to Castlereagh Street - Granite paving O’Connell Street – Bent Street to Hunter Street - Smartpoles O’Connell Street – Bent Street to Hunter Street – Granite paving Pitt Street – Bathurst Street to Park Street – Granite paving Pitt Street – Goulburn Street to Bathurst Street - Smartpoles Spring Street – Pitt Street to Bent Street – Smartpoles Sussex Street – Bathurst Street to Druitt Street - Smartpoles Sussex Street – King Street to Market Street – Smartpoles Sussex Street – Market Street to Druitt Street – Granite paving</p>			On Track
Continue to implement priority actions from the Liveable Green Network, including the Footpath Renewal program, pedestrian and cycling safety improvements, new furniture installations, pedestrian lighting upgrades, installations of green verge/street gardens and new cycleways.	<p>The installation of new street furniture has continued across the LGA, prioritised for bus stops without seating and for key Liveable Green Network routes.</p> <p>Ausgrid have commenced installation of Pedestrian Lights from 12 June 2017 onwards and have installed approximately 60 luminaires till date. It is anticipated to complete installation of Year 1 program by June 2018.Refer to item 4.S.1 - Footway improvement targets.</p> <p>Refer to item 2.S.1 - Green verge/street garden targets.</p> <p>Refer to item 4.1 / 4.S.1 – Cycleway targets</p>			On Track
Cycling				
Improve bicycle access and amenity through small scale infrastructure changes and improved on street facilities in both the CBD and Non CBD areas within the LGA.	<p>New cycleways at design stage:</p> <p>* Improved connection from Kent Street to Harbour Bridge (in association with RMS)</p> <p>* Wilson &amp; Burren Street</p> <p>* Green Square to Randwick (Portman to Epsom Rd)</p> <p>* Bondi Junction cycleway (Centennial Park to Bourke Street)</p>			On Track

Partnerships				
Advocate and work with land owners to develop a continuous foreshore walk accessible on foot and by bike	Urban Growth announced designers for the Fish Market redevelopment in the Bays Precinct. The City continues to work with Urban Growth consultants to ensure walking and cycling access to the Bays Precinct Foreshore. Detailed design and consultation is expected early 2018.			On Track
Continue to lobby the State to support surrounding councils to link their cycleways into the city network.	<ul style="list-style-type: none"><li>• Provided additional information to support Transport for NSW business case for cycleway investment.</li><li>• The City organised a Sydney Cycling Forum to share expertise and information on projects and programs between councils across greater Sydney.</li><li>• Provided additional information to support Transport for NSW state cycling strategy update reflecting Inner Sydney Regional Bike Network council collaboration</li><li>• Ongoing collaboration with Inner West and Randwick Councils related to state funded projects and West Connex provisions for cycling connectivity.</li></ul>			On Track
Safety				
Continually monitor and review road safety and interface with pedestrians and bike riders, including running awareness campaigns.	<ul style="list-style-type: none"><li>• Incidents and complaints continue to be monitored and actioned.</li><li>• Share the path program continues face-to-face awareness raising about safe and courteous riding four times a week. There were 312 bells distributed in the last quarter.</li></ul>			On Track
Investigate and implement low speed environments in the LGA.	Ongoing investigations and implementation including 40 km/h zones and shared zone implementation. The City has met with RMS officers to discuss future applications and possible ways to streamline these applications.			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 State Government to decrease waiting time and overall trip time for bike riders and pedestrians on identified priority routes in the City Centre	2017	70	Advocating to CBD Coordination Office for reduced pedestrian and cycle wait times in line with reduced traffic demand around George Street corridor. This will be an ongoing focus of the Team's work especially with regard to the refresh of the CBD Access Strategy.	On Track
Major Programs		Progress To Date		Status
Partnerships				
Collaborate with State Government to implement the City Centre Access Strategy (to enable City of Sydney to receive assets) to deliver quality assets for transport users	Continuing to explore options for freight, public transport and active transport within the city centre			On Track
Collaborate with State Government to integrate walking and cycling with George Street Light Rail and pedestrianisation project	Ongoing involvement in design process through Urban Design Reference Group and weekly design meetings			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 Programs		Progress To Date		Status

## City of Sydney facilities

Provide information and training that encourages staff to use walking and cycling

Fifteen staff completed the cycling course teaching rules, riding skills and gracious cycling.  
Staff participated in two mystery rides to encourage staff to cycle and showcase the cycling infrastructure in the city.

**On Track**

## Journey to work - commuting

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

- City staff contributed at an insurance company workshop on the future of mobility. This included information sharing and collaboration with the Suncorp innovation team, academics, mobile app developers and car share operators.
- City staff assisted at a large-scale public event to encourage city workers to re-mode, re-time, re-route and reduce their travel, coordinated by Travel Choices. Staff also attended a Travel Choices business forum to provide advice on how the campaign could be improved.

\* City staff met with the following organisations to help generate more commuting by walking and cycling: Housing NSW, Transport for NSW, RMS, Barangaroo Development Authority, Sydney University, the NSW Parliamentary Secretary for Planning, ESRI, and NSW Health

Additional meetings in Q4 include Committee for Sydney, commercial tenants in the Hill Street precinct and Carbon Neutral Cities.

City staff took staff from Northern Beaches, Willoughby and Randwick Councils on a tour of bike infrastructure in the City.

General Manager of Auckland Design Office at Auckland City Council was provided a tour of the City's infrastructure and facilities.

**On Track**

Encourage developers to include end of trip facilities in new developments and work with external organisations to retrofit existing buildings.

The City encourages developers to include end of trip facilities during our pre Development Application discussions on an ongoing basis.  
Advocacy is undertaken as appropriate.

**On Track**

## 4.4 Increase in modal share for walking and cycling.

### Major Programs

### Progress To Date

### Status

### Modal shift

Promote the benefits of walking and cycling to individuals, businesses and the wider community

- The Sydney Rides Challenge was run during March, for which 432 businesses competed to get the highest proportion of their staff on a bike for ten minutes. Despite it being the wettest March since 1984, 4,421 people participated, logging 46,949 rides.
- Revised and improved the Sydney Cycling Map & Guide.
- Six guided rides were run including three in support of Art Month, one for residents of Green Square to the CBD, one for local and international students to celebrate Harmony Month and a suit ride as a part of the Sydney Rides Challenge.
- Three walking profiles were publicised on the City's website.
- Attendance at six Good Neighbourhood Barbecues, and the Erskineville Neighbour Day, to promote cycling and walking.
- The Time to Ride campaign targeted parents to encourage them to ride with their children. Influencers promoted the Parent and Child Riding Course through their social media channels, and school holiday Balance Bike Clinics were attended by 515 children. Children who succeeded in learning to ride were awarded with a certificate and 'Time to Ride' t-shirt.

**On Track**

- The program of guided rides continued throughout April, May and June with a total of 18 themed rides in various locations throughout the city.
- The Give yourself a lift campaign was delivered during May and June. The campaign featured posters throughout the city to highlight the benefits of commuting on foot or by bike. Posters were also displayed at several locations to highlight the time, distance and cost savings that can be made by riding or walking. The campaign also promoted Sydney cycling map, courses and walking shortcuts guide.
- A total of 43 share the path sessions to engage people walking and riding were conducted between April and June. Staff also attended 4 events to promote the benefits of walking and riding (including Good Neighbourhood BBQ, Second Hand Saturday, UTS Green Day and Paddington Market).

Remove/reduce barriers and provide encouragement and support for people that wish to use walking and cycling	Personalised route advice service continues to be popular with over 350 requests this quarter. The total number requests for the year is over 1100.	<b>On Track</b>
<b>Walking and cycling for leisure</b>		
Encourage and support new walking and cycling enterprises	The City is in dialogue with dockless bike sharing providers due to start operations in Sydney over the next quarter. A webpage featuring guidelines for operators and contact information is live. A letter from the Lord Mayor to the Premier has been referred to the Roads Minister for response. The City has met with Transport for NSW and asked the agency to take a coordinating role. Information sharing is ongoing with the City of Melbourne and Transport Victoria, and other cities (internationally) with dockless bike sharing.	<b>On Track</b>
Encourage people to walk and cycle to events.	The City continues to work on event access alternatives and marketing of transport options for events. Use of active transport for Visitors to Vivid was a major success. This is an ongoing area of focus for the walking and cycling team.	<b>On Track</b>
Events celebrating and focusing on walking and cycling are lead and/or supported by the City	Awards ceremony for the Sydney Rides Challenge was held at Customs House in April. An information session for the Sydney Rides Festival was held at Juanita Nielsen Community Centre in April Two walking activations in Prince Alfred Park and Glebe in June. An 'Exchanging Places' event was held in Taylor Square to raise awareness about safe driving and riding near trucks. The event featured a City truck with drivers showing riders the challenges they face behind the wheel and the position for riders to pass safely.	<b>On Track</b>
<b>Behaviour</b>		
Ensure all road and path users have information and training available that enables them to exhibit the correct and safe behaviours, particularly towards more vulnerable road or path users.	Seventy-six people completed a cycling course teaching the rules, riding skills and gracious cycling during the quarter. In addition, 94 school children took part in a cycling course and 736 young riders took part in balance bike clinics. Share the Path program continues face-to-face awareness raising about safe and courteous riding four times a week. The City also held an 'Exchanging Places' event to raise awareness about safe driving and riding around trucks. The event was well received by the participants.	<b>On Track</b>

#### 4.S.1 Key Performance Indicators

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

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result Q2	Q3	Q4	YTD	Comment	Status
Deliver the infrastructure identified in the City's Pedestrian, Cycling and Traffic Calming (PCTC) Plans	No	-	16	7	0	3	1	3	7	The works delivered include kerb extension in Fowler & Mallet Streets, Camperdown, and new shared zones, to give pedestrians priority over vehicles, in Fowler Lane, Camperdown; Little Burton Street, Darlinghurst; Rosebud &	<b>On Track</b>

Iona Lanes, Chisholm, Hannam, Sims, Sturt & Taylor Streets, Flemings Lane, Paddington; Waine Street, Surry Hills; and Phillip Street, Waterloo

Length of separated cycleways provided annually	Km	0.91	1.01	0.16	0	0.2	0	0.02	0.22	Kent Street cycleway at Erskine Street	On Track
Length of on-road cycleways provided/upgraded annually	Km	1.99	1.9	0.1	0	0	0	0.66	0.66	Works delivered in Greens Road, Paddington; Brown Street, Newtown; and Charles Street, Redfern.	On Track
Length of shared paths provided/upgraded annually	Km	1.96	1.88	2.49	0	0	3.7	0.67	4.37	Works carried out in Bourke to South Dowling, O'Dea Ave	On Track
Growth in cycling activity at key intersections around the City of Sydney (100 key intersections)	%	3	(10)	-	-	7	-	(1)	(1)	March 2017 presents a slight decrease since October 2016 count and increase of 5% since March 2016.	Indicator Only
<b>Footpaths - Optimise the lifespan of City footpath assets, and improve street safety and accessibility</b>											
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result Q2	Q3	Q4	YTD	Comment	Status
Granite infill project - paving	m2	2,731	2,281	1,800	320	350	800	380	1,850	Target Achieved	On Track
Footway renewed program	m2	27,751	19,327	15,000	4,219	7,102	3,839	3,099	18,259	Target Achieved	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
Public Domain Planning				
Provide strategic input (design principles) into the State Government's long term master plan for Circular Quay Square, Barangaroo and Darling Harbour Live.	2017	60	Strategic design input ongoing for master plan development for Circular Quay, public domain interface co-ordination for Darling Square and International Convention Centre development at Darling Harbour, and ongoing public domain interface co-ordination at Barangaroo including metro station and a submission on the Barangaroo South- Hickson Park development proposal.	On Track
Develop a City Centre Public Domain Improvement Program	2017	80	City Centre public domain improvement program co-ordinated through preparation of public domain precinct plans. Improvements undertaken at Kent St Underpass and Argyle Street arising from Harbour Village North Public Domain Plan. City North Public Domain Plan is the guiding documents co-ordinating public domain outcomes from private sector developments at Circular Quay such as AMP and 1 Pitt Street. Chinatown and City South Public Domain Plan guiding the capital works program such as the Thomas Street closure and streetscape works. Next projects under development include Quay Street and Darling Harbour connecting street improvements at Maryanne, Macarthur and Quarry Streets.	Watch
Develop concept designs and briefs for city centre public spaces	2017	50	Concept design for Regimental Square prepared which formed the basis of completed improvement works by a third part delivered developer voluntary planning agreement. Martin Place Masterplan complete and street furniture upgrade and additional tree planting scoped for implementation by end of 2017. Input into public spaces being delivered private sector such as 180 George Street ongoing. Public domain co-ordination plan underway for City North streets near Circular Quay (Pitt St, Reiby Place, Loftus, Young, Phillip and Alfred Streets to provide cohesive public domain directions across multiple development sites.	On Track
Continue to implement the Harbour Village Public Domain Plan	2017	75	Argyle Street improvements construction underway.  Kent Street underpass improvements complete.  Design development of new toilet facility and cycleway link at Observatory Hill Park underway.	On Track
Major Programs		Progress To Date		Status
Safety				
Maintenance of the CCTV infrastructure including new cameras, signage and ongoing review of CCTV system compatibility to improve city centre safety.	The City upgraded a further 18 Street Safety CCTV cameras, significantly improving image quality and camera reliability. The remaining 20 cameras are scheduled to be upgraded by December 2017.			On Track

## 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>				
Continue to deliver improvements to the streetscapes and public areas of city lanes in accordance with the adopted Laneways Revitalisation program.	2017	90	Hosking & Penfold Lane - Construction completed in December 2016. Laneway revitalisation works included the replacement of asphalt with granite paving, stormwater and lighting upgrades, the creation of a shared zone and provision of space for trading and events. Lees Court - design for laneway revitalisation has been completed with a scope similar to Hosking & Penfold. Construction will be undertaken as part of the re-development of the MLC building.	<b>On Track</b>
Continue to implement the Chinatown Public Domain Plan	2017	65	Thomas Street closure and streetscape upgrade complete. (final installation of catenary artwork pending) Refurbishment and reinstatement of Dixon Street catenary lighting complete. Scoping and site assessment for Quay Street improvements currently underway.	<b>On Track</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.	<p>The City continues to encourage opportunities to activate or enable activation of our underutilised and public spaces, with many events, including those produced by the City, taking place across the local government area.</p> <p>Potential operators and producers continue to engage with various City staff, seeking advice from planners, grants, events, cultural and economic staff; while cultural strategy, night time and planning staff are working on the regulatory environment as it relates to creative and night time activation of space.</p> <p>Cultural and night time staff engaged closely with the creative, cultural and business community through a number of forums (cultural infrastructure and night time economy) to engage with these sectors about their activities, build their capacity and provide opportunities for them to share information and strengthen their connections.</p>	<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>Planning and regulation</b>				
Review the Busking Policy to increase the cultural and street life of the city community.	2017	60	Public consultation closed April 30. City received 70 submissions. Staff are conducting follow up with target groups, including a stakeholder forum in July to complement consultation data and discuss development of new busking code of conduct. Revised policy and code of conduct to be drafted by close of September. Internal consultation will follow.	<b>On Track</b>



Major Programs		Progress To Date								Status		
City Centre creative activity												
Support and enable festivals, events, and other community activities to increase the cultural and street life of the city community.		<p>The City is a major contributor to cultural events and street life of Sydney through its Grants and sponsorships program, the Creative City Cultural Policy and supporting strategies, busking and support for festivals and events programs including Sydney Writer's Festival, Sydney Film Festival, Head On Photo Festival, Sydney Comedy Festival, and the newly re-branded For Film's Sake Festival (formerly WOW) .</p> <p>Throughout the year, buskers have continued to add to the daily cultural life of the City, with many focusing on Pitt St Mall, Martin Place and the George Street precinct as a viable source of performance income. The Pitt Street Mall Busking Pilot continues to provide valuable insight and data to support the research phase of the busking policy review. Public comments on the City's Busking Discussion paper have been received and focus group consultation will begin in July.</p>								On Track		
Public art												
Deliver the City Centre Public Art Strategy		<p>Conservation projects:</p> <ul style="list-style-type: none"><li>-Tied to Tide preservation work and repair completed</li><li>- Marconi Sculpture re-installation underway and scheduled for completion in Q1 2017</li></ul> <p>Other public art works underway include:</p> <ul style="list-style-type: none"><li>- Redfern Terrace: Negotiations with suitably qualified artists underway.</li><li>- Biennale Legacy Artwork: Artwork by Agatha Gothe-Snape has been installed.</li><li>- Artwork 'Swing' completed as part of the east Sydney Community Centre.</li></ul>								On Track		
5.S.1 Key Performance Indicators												
City centre public life - Strengthen the City's public domain identity and create more places for meeting, rest and leisure												
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result			Q4	YTD	Comment	Status
Amount of footway dining in the city centre (total)	m2	2,827.78	2,765.45	-	2,652.6	2,677.34	2,720.7	2,717.75	2,717.75			Indicator Only
Laneways reactivation - Reactivate Sydney's laneways as a vital part of public life in the City												
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result			Q4	YTD	Comment	Status
Laneways upgraded	No	6	-	-	0	1	0	0	1		Works to Hosking and Penfold Lane completed in Q2. Future upgrade of laneways have been deferred until post-delivery of light rail in George Street	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 Programs	Progress To Date	Status
<b>Learning and Creative Programs</b>		
Provide library services, programs, resources and outreach services to reflect the needs of the diverse community.	<p>Library customer services have transformed since December 2016 with the installation of self-service technology and upgrades to public access technology, providing faster and easier access to library resources and creating new spaces to spend time and interact with collections. All Library staff have completed training in customer service excellence and a proactive approach to assisting customers in the new spaces.</p> <p>Fines for overdue items have been abolished until 2021, following the successful trial throughout 2016/17. This has resulted in three times the number of overdue items being returned to our branches and back into circulation.</p> <p>The Library service continues to provide a diverse range of resources across the library network. 52,710 new physical items and 19,550 new digital items were added to the library's collection in the past 12 months. The total physical collection is 415,446 items and the total number of digital items in the library's collection is 9,053,242.</p> <p><b>Makerspace Collection</b> In addition to the traditional physical and digital collections, the Library service has recently developed a Makerspace collection. Items include Bee Bots, Makey Makeys, Spheros, Cubetto, Circuit Scribe, Snap Circuits, Edisons, Ozobots, Arduino Kits and Mbots. Library also selected over 70 book titles to support the makerspace collection and assist with library programs and events.</p> <p><b>Zines</b> Zines is a newly developed collection in the Library and there are currently 224 zines titles held at Surry Hills Library. In November 2016 Customs House Library hosted an event with GLBT authors that included a zine making workshop. These zines formed the initial collection. The collection is on display in the front window area of Surry Hills Library and is well-browsed by library users.</p> <p><b>eComics</b> In September 2016, Library launched ComicsPlus to the public. This new digital collection provides customer access to over 16,000 popular comics, graphic novels and manga titles online. ComicPlus provides access to a range of popular publishers such as Dark Horse, Dark Circle, Viz media, and Gen Manga. Comics are available for streaming and/or downloading with unlimited simultaneous remote access available 24/7 and is aimed at a primary school, high school and young adult audience.</p> <p><b>eMovie</b> Beamfilm is a new eMovie platform that the Library launched to the public in late December 2016. This streaming movie platform has 370 documentaries and independent films. Usage on this new eMovie platform has been steadily increasing since its launch with a total of 17,266 views over 7 months. In June 2017, the Library had the highest number of streams with 8,288 views. This increase in streaming is most likely due to an electronic newsletter released to library members during the Sydney Film Festival.</p> <p><b>Language Other Than English (LOTE)</b> The Library has purchased a total of 7,990 LOTE materials in 2016/17. This includes 2,932 books, 4,708 DVDs, and 350 CDs in Chinese, Japanese, Korean, Indonesian, Russian, Thai and Vietnamese languages. The Library also subscribes to a range of online Chinese newspapers and magazines in the LOTE collections.</p>	<b>On Track</b>

During 2016/17 the Library has delivered a total of 1265 programs for adult, user's education, children's and youth attended by 36,095 people.

Overall this is a decrease of 306 programs delivered and a decrease of 10,489 attendees in 2015/16. These decreases can be attributed to the closure of branches during the implementation of RFID and the focus on increasing small group and workshop based programming.

Key highlights during 2016/17 programming have included:

- Increased accessibility of programming delivered through Auslan interpretation and captioning at a number of events.
- Increased presenters and curators from diverse cultures and communities. These have included, Aboriginal educators delivering Rhymetime and Storytime, Late Night Library presenting "Coming Out As Deaf" and LGBTI presenters and curators contributing to many of our programs.
- An increase in digital citizenship programming focused on accessible emerging technologies and skills development in areas such as coding, science, augmented reality and electronics.
- The inaugural Youth Curators program delivered their first public facing event during youth week, and are now planning their major event for 2017.
- A 'Maker Space' collection that includes a number of STEM (Science, Technology, Engineering and Maths) resources for Library members to borrow and learn about through programming.

## Place identity

Deliver Place Identity Activation in the City's villages

Green Square Business Attraction (ground floor) research has now been completed and will inform City decision making and initiatives that will support stakeholders to attract a sustainable, relevant and thriving mix of ground floor businesses in Green Square.

**On Track**

The City also delivered its annual 'Christmas in the Villages' campaign, supporting business to leverage the City's Christmas activities and decorations through window display competitions and decorations.

## 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>				
Finalise the Social Sustainability Policy and develop an Action Plan	2017	90	The Social Sustainability Policy and draft Action Plan document is being finalised over the next few months to be brought before Council for endorsement for public exhibition and subsequent adoption.	<b>On Track</b>
Increase the supply of childcare places	2017	95	Huntley Street Early Learning Centre, an 80 place centre located on Huntley Street, Alexandria commenced operations in mid-September 2016. Soon after, East Sydney Early Learning Centre a 60 place centre located in Darlinghurst and The Crescent Early Learning Centre, an 80 place centre located in Annandale commenced operations in mid-October 2016. All three services are continuing successful operations with strong attendance rates.	<b>On Track</b>

Construction on Waranara Early Education Centre, a 74 place centre located on Joynton Ave, Zetland is anticipated to be completed late 2017 and operational soon after.

In addition to constructing child care facilities, the City also uses other methods to facilitate provision including through voluntary planning agreements, application of development controls and conditioning of sale of land. Since June 2013 there has been a net increase of 2,081 new operating places (at June 2017). At December 2016, 1,138 places were approved or were under construction and 540 places were under assessment by planning staff.

Major Programs	Progress To Date	Status
<b>Social Planning</b>		
Continue to implement the actions identified in the Inclusion (Disability) Action Plan.	<p>Implementation of the Inclusion (Disability) Action Plan 2014-2017 is being overseen by the Inclusion (Disability) Advisory Panel. Highlights for 2016/17 include:</p> <ul style="list-style-type: none"> <li>• Implementation of the world's largest network of Tactile and Braille Street Signs</li> <li>• Launch of a new on-line accessibility map to help people with disability plan their journey in the City</li> <li>• Launch of the City's disability inclusive sports and recreation directory on the City's What's On website. The directory provides information to allow people with disability to choose activities and programs that best suit them.</li> </ul> <p>The 2014-2017 plan has now come to the end of its life ended on 30 June 2017 and a new plan: A City for All: Inclusion (Disability) Action Plan 2017-2021 commenced on 1 July. This plan builds on the successes of the 2014-2017 plan, and harnesses emerging opportunities to continue the City's commitment to creating an truly inclusive city for all.</p>	<b>On Track</b>
<b>Aquatics &amp; Leisure</b>		
Provide a diverse and accessible range of fitness and leisure programs that create opportunities for everyone to participate in a healthy and active lifestyle.	<p>The City continues to offer and support more than 70 sessional exercise and fitness activities across the City's 13 staffed and partially staffed community facilities, as well as regular community venue hire for community groups to operate over 50 additional 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, King George V Recreation Centre and Pyrmont Community Centre.</p> <p>This year there were over 220,000 attendances at sports competitions and other fitness and leisure programs at Ultimo, Pyrmont, Maybank, Juanita Nielsen, Peter Forsythe and King George V community and recreation centres, including basketball, table tennis, Zumba, tai chi, karate and tennis. Other one-off events and programs designed to encourage participation were well attended including a women's basketball fun day, programs for people with disability, international students, older people, young people, Indigenous and multi-cultural groups, refugees and people identifying as homeless, men's health week activities, Christmas celebrations, coaching programs and tournaments. 15 young people attended a referee accreditation course and 4 participants have gained employment as referees as a result of attending the program.</p>	<b>On Track</b>
<b>Parks &amp; Sports Fields</b>		
Provide passive and active sporting opportunities for all members of the community. Maximise the availability and quality of facilities to meet demand.	<p>Perry Park Sports Stadium in construction.</p> <p>Synthetic sports field program under development.</p> <p>Gunyama Park aquatic centre and park (including synthetic sports field) at tender stage.</p>	<b>On Track</b>
<b>Social services and community capacity building</b>		

Provide high quality and adaptive community facilities, programs & services.

Social Programs and Services were offered to promote active, healthy living and connected communities. In 2016/17, City Spaces recorded at total of 739,313 attendances at the City's 13 staffed or partially staffed community facilities, programs and events. 8,455 bookings were made by community groups for community venues with a total of 12,086 bookings taken across the City's 13 staffed and 25 unstaffed City Spaces. Overall, 59,329 meals were provided in 2016/17 through both the centre based lunch program and Meals on Wheels. For the year, a total of 25,642 passenger trips and 718 community bus hires were completed.

**On Track**

Highlights in the delivery of Social Programs and Services include:

- Over 4,000 attendances at Christmas events and activities
- 350 attendances at events acknowledging the anniversaries of the 1967 referendum, Mabo Decision and Apology to the Stolen Generation. Over 270 people attended NAIDOC week events at City Spaces facilities and over 500 people attended the Indigenous Science Experience Family Science Fun Day at Redfern Community Centre.
- 945 children and young people took part in school holiday programs.
- Over 270 people attended NAIDOC week events at City Spaces facilities and over 500 people attended the Indigenous Science Experience Family Science Fun Day at Redfern Community Centre.
- Over 2,100 people attended events at community centres for White Ribbon Day, Chinese New Year and International Women's Day.
- 50 people attended Conversations on the Green in Green Square, which provided an opportunity for residents to meet and interact, while 200 people attended "Erko Neighbour Day", the first welcome event held in the Ashmore precinct.
- Over 13,000 attendances at the fitness centre, classes, activities and events at the refurbished Juanita Nielsen Community Centre including healthy cooking workshops, sewing classes, and to access co-working spaces.

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

This year, the City's Out of School Hours Care services at Pyrmont, Surry Hills, Redfern and KGV underwent assessment and rating against the National Quality Standard (NQS). All services performed well with Pyrmont and KGV Children's Program receiving a rating of meeting the NQS, and Surry Hills and Redfern Children's Programs receiving a rating of exceeding the NQS.

**On Track**

Early childhood and middle childhood programs provided throughout the year have been responsive to child and family needs and reflect current communities and practice. Highlights included:

- Working in partnership with The Benevolent Society to support vulnerable children and their families.
- Continuing to participate in the Early Learning Languages Australia (ELLA) Program teaching languages to young children.
- Educating children about sustainability and how they can have a positive impact on the environment and community.
- Enriching children's experiences through excursions including to the Art Gallery, beaches, national parks, and community centres and through participation in sports programs, vacation care competitions and NAIDOC activities.
- The Glebe Middle Ground program has supported children aged 8-13 years in Glebe with activities including screen printing, creating a rap song and sporting programs.

The City's Grants and Sponsorship Program supports community programs or projects that contribute to a connected, liveable, inclusive and engaged city.

In 2016/17, 158 Social Grants were approved by Council for a total value of \$1,726,464 cash and value-in-kind. These projects were awarded through the City's Community Services Grant, Knowledge Exchange Sponsorship, Matching Grant, Quick Response Grant, Street Banner Sponsorship and Venue Support Grants and Sponsorship programs.

**On Track**

The most recent approvals include support for Settlement Services International's Welcome to Sydney project, UNSW's Green Square, Ashmore and Surrounds Community Survey 2017 and National Centre Of Indigenous Excellence Limited's After School Program.

**Encouraging responsible pet ownership**

Provide and promote free micro-chipping and discounted companion animal registration fees for pensioners. Work with other agencies to promote pet desexing. Facilitate free dog obedience training courses for residents.

Throughout the year, in association with the Cat Protection Society and Sylvania Vet Clinic, the City have provided subsidised and free desexing and free micro-chipping for the companion animals of residents who hold a valid pensioner concession or Health Care Card. 54 dogs and 90 cats were microchipped and 40 dogs and 83 cats were desexed.

**On Track**

The City has also provided free registration for eligible pensioners' first animals, with heavily discounted fees for subsequent pets owned by the same person. 68 companion animal owners were provided with discounted registrations.

The City's dog training programme continued with 86 dogs and their owners graduating from the course. Since the inception of the dog training programme in 2006, over 3050 residents and their dogs have completed the course.

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

Major Programs	Progress To Date	Status
<b>Monitoring and compliance</b>		
Maintain inspection programs to monitor legislative compliance in the areas of fire safety, building compliance, late night trading premises and public health.	<p>Inspection programs are in place 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. Additionally, the City continues to investigate complaints across a range of areas including building compliance, fire safety, public health and food premises.</p> <p>Public consultation has been completed for the draft Local Approvals Policy for Mobile Food Vending vehicles. The revised policy will be considered by Council in Q1 2017/18.</p> <p>A comprehensive review of the City's Compliance Policy has been completed, and includes the introduction of a risk based compliance framework for the City's regulatory and compliance functions. The revised policy is being reviewed internally prior to submitting to Council for consideration.</p>	<b>On Track</b>
<b>Local Business Planning</b>		
Support the development of small business capacity.	<p>The City Business e Newsletter is produced bi-monthly and alerts stakeholders to opportunities and information for small business including specific support programs including General Assembly (delivery digital skills seminars) and Asialink Business (delivery international market insights and resources focussed on local business expansion into Asian markets). The City has been working to grow the number of subscribers resulting in a 50% increase in the last 12 months.</p> <p>Through Knowledge Exchange Grants, the City continues to support capacity building activities delivered for business, including:</p> <p>Haymarket HQ: A program of events to showcase Asian Australian entrepreneurs who will inspire others with their personal journey</p> <p>CeBIT: A business technology conference which brings together global leaders in tech innovation</p> <p>Spark festival: A week-long event that helps budding entrepreneurs plug into the global tech startup market</p> <p>Springboard: A fast-track accelerator program to support up-and-coming female entrepreneurs</p> <p>Generation Entrepreneur: A boot camp for high school students to teach entrepreneurial skills</p> <p>The City's Thought Leaders seminars provide free access to inspiring and innovative local business owners. The City also supports seminars run by General Assembly to build the digital skills of business and by AsiaLink to build export capacity.</p>	<b>On Track</b>

A 'How to Guide' for business to leverage local and major events has been released and has been personally delivered to 500 businesses in key locations to ensure uptake and to continue the City's direct dialogue and engagement with local business.

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

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

##### Local Economic Development

Provide precinct and business partnership support to encourage small businesses to operate in main streets.	<p>The City continues to support initiatives, organisations and activities in local precincts and commercial centres including supporting local festivals and events; local creative precinct associations and business chambers and providing marketing campaign support.</p> <p>This includes the introduction of a 'business events' category in the City's What's On website for local business to promote their activities and events. Projects delivered by local organisations include festivals like the Pyrmont Ultimo Food and Wine Festival and Glebe Street Fair. To build the capacity of main street operators to leverage opportunities, the City created an event leveraging kit and calendar and continue to provide activation and information support to businesses that are impacted by construction in the CBD and City East.</p>	<b>On Track</b>
---	--	-----------------

##### Financial support

The City's grants and sponsorship programs support the activation of precincts, new business opportunities and strengthen local business associations.	<p>In 2016/17, 34 Economic Grants were approved by Council for a total value of \$1,432,298 cash and value-in-kind. These projects were awarded through the City's Business Improvement Grant, Commercial Creative and Business Events Sponsorship, Festivals and Events Sponsorship (Village and Community), Knowledge Exchange Sponsorship, Street Banner Sponsorship, Venue Support Grants and Sponsorship and Village Business Grant programs.</p> <p>The most recent approvals include support to the inaugural Sydney NewCo Festival which promotes purpose-driven companies making positive social impacts; Springboard Enterprises Australia to support an eight week master class series for up to 20 women entrepreneurs; and support for the night time economy through capacity building Knowledge Exchange Sponsorships awarded to the Global Cities Night Time Economy Forum, Newtown Night Time Alliance and the Night Time Economy Industry Capacity Building project.</p>	<b>On Track</b>
--	--	-----------------

#### 6.S.1 Key Performance Indicators

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

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Result Q1	2016/17 Result Q2	2016/17 Result Q3	2016/17 Result Q4	2016/17 Result YTD	Comment	Status
Amount of footway dining in the Village Centres	m2	3,759.81	3,425.76	-	3,382	3,535.48	3,743.7	3,804.01	3,804.01		Indicator Only
Value of economic grants approved by the City of Sydney	\$ '000	-	-	-	523.66	651.14	133	124.5	1,432.3		Indicator Only

Libraries and learning - Provide equal access to information and knowledge to support a life-long learning culture for residents, businesses and visitors to the City												
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result			Q4	YTD	Comment	Status
Number of active library memberships	No	38,583	53,375	-	56,698	55,381	55,388	55,757	55,757		Library introduced a 3-year active membership in October 2014. There has been an increase in membership due to the installation of new Public Access IT equipment and free access being available for library members.	Indicator Only
Total number of items accessed from Libraries (physical and digital)	000	1,124.25	1,182.98	-	306.14	285.71	300.9	336.27	1,229.02		Numbers have increased from June last year despite all libraries closing for up to 5 weeks. The collections in closed branches remained available for customers to reserve items and the collection is robust enough that particular titles are available in many branches across the network or via the digital collection.	Indicator Only
Attendance to libraries	000	1,293.97	1,074.29	-	295.24	240.3	229.7	270.7	1,035.94		Attendance to libraries was lower compared to June last year as all library branches went through a closure period of up to 5 weeks during Q3 and Q4. Despite the closure periods, the attendance rates are close to the previous year, indicating a positive trend.	Indicator Only
Children's services - Provide affordable, safe, stimulating and educational activities and programs for children to enhance their positive growth and development, and assist families in balancing workforce and community life participation												
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result			Q4	YTD	Comment	Status
Children supported through City of Sydney's Children Services	No	1,206	1,164	-	818	78	230	63	1,189			Indicator Only
Net increase in new child care places provided for under school age children across the City of Sydney, measured against June 2013 baseline (measured annually in June) - 4,502	No.	-	1,377	-	-	-	-	2,081	2,081		At the end of June 2017 there were a total of 6,583 childcare places for under school age children across the city, which represents an increase of 2,081 places compared to the June 2013 baseline of 4,502 places.	Indicator Only
Community health and well-being - Provision of quality recreational facilities and open space as places to meet, socialise and to engage in passive and active recreation activities												
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result			Q4	YTD	Comment	Status
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	98.75	98.75	85	100	100	98	98	99			On Track
Area of parks and open space managed by the City of Sydney (measured annually)	ha	191	196.5	191	-	-	-	196.7	196.7			On Track



Attendances at aquatic and leisure centres	000	1,420	1,340	-	383	446	495	408	1,732		Indicator Only
Social Programs and Services - Support the community to improve access to services to reduce disadvantage and build relative equality, and try to fill gaps in service delivery on a needs basis											
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Result			Q4	YTD	Comment	Status
					Q1	Q2	Q3				
Value of social grants approved by the City of Sydney	\$ '000	-	-	-	1,056.42	265.07	302.9	102.07	1,726.46		Indicator Only
Number of meals provided through centre based meals & meals on wheels	No	56,911	57,188	-	15,391	14,605	14,907	14,426	59,329	Meals on Wheels delivered a total of 49,145 meals throughout the year. Hospitality Services provided a total of 10,184 centre-based meals throughout the year. The recent upwards trend in numbers of meals is attributed to increased referrals coordinated through the My Aged Care referral system.	Indicator Only
Total bookings by community groups using City Spaces	No	10,161	12,206	-	3,290	2,991	2,710	3,095	12,086		Indicator Only
Total overall attendance at City Spaces	No	708,707	709,544	-	190,563	184,776	188,236	175,738	739,313		Indicator Only
Percentage of people surveyed accessing City Programs and Services who report an increase in their connectedness to the community	%	90	85.5	-	-	97	-	83	90	Positive trend	Indicator Only
Percentage of people surveyed accessing City Programs and Services who report an improvement in their physical health	%	88	84	-	-	0	-	86	86	positive trend	Indicator Only
Percentage of people surveyed accessing City Programs and Services who report an improvement in their social wellbeing	%	83	79	-	-	0	-	85	85	positive trend	Indicator Only
Percentage of people surveyed accessing City Programs and Services who report they are satisfied with the service they have received	%	95.5	95	-	-	95	-	92	93.5	Minor decrease, overall high result	Indicator Only
Percentage of people surveyed accessing City Programs and Services reporting an increase in their skills and knowledge	%	91.5	86.5	-	-	97	-	84	90.5	Slight decrease, overall high result	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	89.5	-	-	97	-	82	89.5	Stable	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	2014/15	2015/16	2016/17	2016/17 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Dogs and cats impounded (less is better)	No	176	190	-	34	38	60	32	164	City Rangers impounded 92 animals (66 dogs and 26 cats), in the last 6 months.	Indicator Only
Animals reclaimed by their owners	No	55	83	-	10	13	22	20	65	42 animals were reclaimed by their owners, in the last 6 months.	Indicator Only
Animals rehoused from the shelter	No	111	113	-	22	18	23	18	81	41 animals were rehoused (found a new owner), in the last 6 months	Indicator Only
Animals euthanized at the pound and external Veterinary Clinics	No	6	8	-	3	1	1	3	8	4 animals were euthanised, in the last 6 months.	Indicator Only
Dog attacks	No	126	128	-	37	30	26	33	126	There were 59 reported dog attacks, in the last 6 months.	Indicator Only
Dog was subsequently declared dangerous or menacing	No	3	1	-	2	1	0	0	3	There were no dogs declared 'dangerous' or 'menacing', in the last 6 months.	Indicator Only
Hours per annum in parks on proactive inspections	No.	4,898	4,302	-	833	553	837	540	2,763	In 2016/17, City Rangers have spent over 2,700 hours patrolling the city parks and open spaces to ensure dog owners were exercising their animals responsibly.	Indicator Only
Dog obedience courses held per annum	No.	4	4	4	1	1	1	1	4	There were 2 dog obedience courses held in the last 6 months, with 51 animals and their owners graduating during that period.	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
Creative Public Domain				
Implement the Green Square Public Art Strategy	2017	50	Artist Maria Fernanda Cardoso has finalised the detailed design of her artwork 'While I Live I Will Grow' for the Former Royal South Sydney Hospital Site and a development application has been lodged.  Construction documentation for the Drying Green park artwork 'Stream' is complete.	On Track
Implement a City Centre Public Art Plan as part of City Transformation	2017	35	The implementation of public art in the City Centre is progressing.  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. Two development applications (DAs) have been determined with a third in preparation.	On Track
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
Creative Participation Programs				
Provide direct cash grants and/or value in kind support to a range of cultural groups that provide opportunities for creative participation, enhance creativity in the public domain and strengthen the sustainability and capacity of the city’s cultural and creative industries.	In 2016/17, 117 Cultural projects were approved by Council for a total of \$2,492,963 cash and value-in-kind. These projects were awarded through the City’s Accommodation Grants Program, Cultural and Creative Grants and Sponsorship, Festivals and Events – Artform (excluding major festivals), Knowledge Exchange Sponsorship, Matching Grants, Quick Response Grants, Street Banners and Venue Support programs.  The most recent approvals include support for Music Australia’s Contemporary Music Roundtable, Screen NSW’s virtual reality conference and Milk Crate Theatre’s “Turning Towers” project. It further includes the provision of a reduced rate lease to 107 Projects for the Joynton Avenue Creative Centre and the reduction of venue hire fees for the Sydney Youth Orchestra.			On Track
Deliver and support creative participation programs through Pine St Creative Arts Centre, libraries and community centres.	The City through Pine Street Creative Art Centre (the Centre) and the Library continues to be committed to providing the community with increased accessible and inclusive creative participation opportunities.  Pine Street Creative Art Centre continues to offers creative experiences through the delivery of term based courses, short workshops, school holiday programming and outreach programming. During 2016/17 Pine Street Creative Arts Centre delivered 222 creative participation programs to 3,623 individual attendees.			On Track

Programming highlights have included:

- DIY: Create your own future in the arts was run as part of National Youth Week in partnership with 107 Projects in April.
- The Winter Short Program series featured a one-day workshop on Shibori Dye on Fabric held by tutor Micaela Christie, as well as a Plaster Mould Making Workshop held by guest tutor Somchai Charoen.
- A new after school term based children's animation program was developed and piloted throughout term two.

Library programs offers creative experiences that are safe and affordable opportunities for the community to gain knowledge, sparking interest and building capacity in topics unknown or unexplored. During 2016/17 the Library delivered 41 creative participation programs to 2,679 attendees.

Highlights during the year have included:

- Late Night Library event "It's In Our Blood" was delivered at Customs House Library in May and explored coming out stories from the Middle Eastern LGBTQI community.
- The Kings Cross: Everyone's got a story events have been the catalyst for unique community story sharing, with many long term residents attending to share their experiences and common histories.
- In May the library co-hosted "Screenabilities" with the Sydney Film Festival showcasing films made by and about people with a disability.

Programming evaluation collected has indicated that 90% of Pine Street students are motivated to do more art and 92% felt they have learnt something new. While 81% of library programs attendees have felt that they learnt something new and 72% of respondents felt programming allowed them to connect with others.

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

Major Programs	Progress To Date	Status
<b>Business Capacity Building</b>		
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 Week Australia and Vogue Fashion's Night Out. The events supported through this program deliver significant benefits to city businesses, particularly those in the tourism, hospitality and retail sectors.	<b>On Track</b>
Implement the priority actions arising from the Cultural Policy and Action Plan	In 2016/17, the City began piloting a process whereby liaison in the Cultural Strategy unit works with designated planning officers to provide a more cohesive case management approach to planning approval for creative enterprise. This approach provides better information flow between those negotiating the regulatory system and the City, and improves internal communication and data capture around the challenges facing cultural use of space.	<b>On Track</b>
Implement priority projects from the Live Music Live Performance Action Plan	<ul style="list-style-type: none"> <li>- Continued collaboration with the NSW Government on delivery of the NSW Government's Night Time Economy Action Plan</li> <li>- Partnering with Music NSW to launch a grant funding program to support industry delivered all-ages events</li> <li>- Finalising a pilot research study into alcohol consumption in live music venues</li> <li>- Commencement of the Vivid Music 'X Celerate' local venue program in partnership with Destination NSW</li> <li>- Council adoption of a new live music and performance venue funding program</li> <li>- Delivering funding to a broad range of sector projects and organisations, including support for FBi Radio's 'The Live Feed', the National Contemporary Music Roundtable, King Street Crawl, Volumes Festival, 107 Projects, the National Live Music Awards and more</li> </ul>	<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>				
Commission a series of permanent and temporary public artworks that elevate Aboriginal and Torres Strait Islander creative expression in the public domain.	2018	50	<p>The Eora Journey: the successful artist for the Monument for the Eora was endorsed by Council with progression of the project subject to relevant authorities' owner's consent to lodge development approval. Negotiations are ongoing and stakeholder consultation ongoing throughout project.</p> <p>Following Council's endorsement negotiations with appropriately qualified artists for the Redfern Terrace project have commenced.</p>	<b>On Track</b>
Implement the priority actions from the Eora Journey Economic Development Action Plan	2016	100	Action plan adopted by Council in November 2016. Planning and delivery of priority actions now underway, including support for Indigenous Business Month events in October 2016.	<b>Complete</b>

Major Programs	Progress To Date	Status
<b>Eora Journey</b>		
Continue to implement a Reconciliation Action Plan	<p>Relationships - The Aboriginal and Torres Strait Islander Advisory Panel met six times and demonstrated a high level of engagement on the Eora Journey, Reconciliation Action Plan (RAP), urban redevelopment projects, treaty and constitutional recognition, and Australia Day. The City participated in Aboriginal and Torres Strait Islander local government networks and provided leadership in Reconciliation Week celebrated the 50th Referendum Anniversary with a photographic exhibition at Customs House, an Elders Dinner at Redfern Community Centre, a library program and support for the Referendum Anniversary Dinner at Sydney Town Hall.</p> <p>Respect - Five cultural awareness staff training sessions were held. Staff were actively engaged in cultural events including Yabun, NAIDOC and Reconciliation Week. Cultural protocols were shared with all managers and discussed at divisional meetings. Elders were organised through Metropolitan Local Aboriginal Land Council to undertake Welcome to Country at major events including the New Year's Eve ceremony which incorporated firework from the Harbour Bridge. RAP workshops were held with Alexandra Depot and Children's Services to identify specific actions. NAIDOC in the City grew in attendance and profile.</p> <p>Opportunities - Council adopted the Eora Journey Economic Development Plan. Early actions included a workshop on procurement with Indigenous businesses. Procurement from Indigenous businesses increased from previous years. Development of our Aboriginal and Torres Strait Islander employment strategy progressed. Grants and sponsorship support included Indigenous Business Month, Koori Knockout, Redfern Aboriginal ANZAC Day Commemoration, Yabun Festival and Freedom Club project at UTS.</p> <p>The City submitted our RAP impact report (July 2015-June 2016) to Reconciliation Australia.</p>	<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 supporting access to cultural products and experiences.	<p>The City has partnered with Western Sydney University's Institute for Culture and Society to release 'Mapping Culture', a report on cultural venues and infrastructure in the City of Sydney area. The report was released at a public forum at 107 Projects in June.</p> <p>The City continues to support the cultural sector, as well as other small and medium creative enterprises, through its Accommodation Grants, Creative Spaces program, and planning liaison service.</p>	<b>On Track</b>
<b>Sharing Knowledge</b>		
Deliver an annual series of City Conversations' events and forums that share current ideas, issues and opinions on cities and urbanism.	<p>In 2016/17, the City delivered:</p> <ul style="list-style-type: none"> <li>• CityTalks Sydney with Bunker Roy <ul style="list-style-type: none"> <li>- invite only event discuss Addressing inequality through sustainability education</li> <li>- attended by 42 stakeholders</li> <li>- international keynote Bunker Roy, Founder of Barefoot College, was joined by panellists Dr Danielle Logue from UTS Business School, Natalie Isaacs from 1 Million Women and David Beaumont from City of Sydney</li> </ul> </li> <li>• CityTalks Design: Data Driven Design <ul style="list-style-type: none"> <li>- attended by 750 people at Lower Town Hall with 122 stakeholders and 628 members of the public</li> <li>- achieved a 5% new stakeholder reach</li> <li>- achieved social media reach through Twitter <ul style="list-style-type: none"> <li>- 475 tweets from 200 users</li> <li>- reached 503,046 accounts</li> <li>- achieved 1.62 million impressions</li> </ul> </li> <li>- international keynote Carlo Ratti, Director SENSEable City Lab MIT, named one of the most influential designers in the United States (Fast Company) and one of 25 people set to change the world of design (Blueprint Magazine)</li> <li>- international speaker Hila Oren, CEO Tel Aviv Foundation and Founder of Tel Aviv Global</li> <li>- the two speakers were joined by 4 experts for a panel discussion moderated by MC Adam Spencer, the panellists were: <ul style="list-style-type: none"> <li>- Professor Stuart White, Director, Institute for Sustainable Futures, UTS</li> <li>- Colin Griffith, Director, Digital Strategy and Projects, Data61 CSIRO</li> <li>- Nicola Walt, Senior Consultant Smart Cities, Arup</li> <li>- Peter Tullin, Co-founder, CultureLabel.com and Remix Summits</li> </ul> </li> </ul> </li> <li>• CityTalks Sydney: Is Sydney ready? Working together for a resilient city <ul style="list-style-type: none"> <li>- attended by 760 people at Lower Town Hall with 760 people - 262 stakeholders and 498 members of the public</li> <li>- achieved a 57% new stakeholder reach</li> <li>- achieved social media reach through Twitter – 544 tweets from 214 users reached 569,860 accounts with 3.4 million impressions</li> <li>- international keynote President of 100 Resilient Cities • Resilience Roundtable with President of 100 Resilient Cities</li> <li>- attended by 54 key stakeholders</li> <li>- representatives from 24 metro councils and Greater Sydney Commission were present</li> <li>- keynote presentation by Michael Berkowitz, President of 100 Resilient Cities</li> </ul> </li> </ul>	<b>On Track</b>

## 7.S.1 Key Performance Indicators

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

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Value of cultural grants approved by the City of Sydney (excluding the Major Festivals Grants)	\$ '000	1,211	1,748.59	-	1,297.84	1,021.33	120.37	53.42	2,492.96		Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No	176	105	-	164	164	185	208	208	This trend is positive and also includes the new tenants in Oxford and Foley streets	Indicator Only
Attendances at Art & About	No	45,434	439,286	-	0	212,513	5,000	800	218,313	800 attendees participated in 'The Truth Booth' - Hyde Park North, 14-18 June 2017.	Indicator Only
Number of artists supported	No.	-	2,147	-	-	777	-	822	1,599	Artists engaged through Art & About event Highly Sprung, Sydney Chinese New Year Festival Program as festival dancers and Dragon Boats. Artists engaged through the Library's Public Program, a key program during this period was the Late Night Library series. Pine Street Creative Arts Centre engaged artists through tutors covering adult program, children/youth holiday program and outreach programs. The decrease from 2015/16 is due to the reduction of performers from one of the Sydney Chinese New Year community performance group from 700 to 30	Indicator Only
Number of creative personnel supported	No.	-	3,312	-	-	5,221	-	6,207	11,428	Creatives engaged through the Creative Spaces Programs including Accommodation Grants Program, Oxford Street Creative Spaces, William Street Creative Hub and Short-term Empty Property. Art & About engaged creatives by presenting Highly Sprung, Truth Booth. Sydney Chinese New Year Festival engaged creatives through the lantern element of the Festival. Libraries and Learning engaged Creatives through presenting expert talks covering film, design, fine art and digital industries. Commencing January 2016 the information collected from tenants in the City's creative spaces was improved to more accurately analyse data on the breadth of creative practitioners supported through access to space.	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 Programs	Progress To Date	Status
<b>Policy</b>		
Continue to support the supply of housing in the Local Government Area	We continue to review controls to support the supply of housing within environmental and infrastructure capacity limits.	<b>On Track</b>
Finalise and commence implementation of a Housing Policy and Action Plan.	The Draft Housing Policy and Action Plan/ Strategy will be completed once District Plans are adopted and the State Government gives clear direction on housing targets and local government housing strategy requirements.	<b>On Track</b>
<b>Planning</b>		
Continue to review the City's planning controls	The City regularly reviews its planning controls to implement the directions of relevant state and local strategies and works closely with relevant stakeholders to reduce unnecessary barriers.	<b>On Track</b>
<b>Land Supply</b>		
Monitor the progress of residential development in the city.	<p>As at 30 June 2017 there were</p> <ul style="list-style-type: none"> <li>• 19,063 private residential dwellings approved or under construction in the city</li> <li>• 2,545 non private residential dwellings approved or under construction in the city</li> <li>• 7,106 private residential dwellings lodged but not yet approved in the city</li> <li>• 1,655 non private residential dwellings lodged but not yet approved in the city.</li> </ul> <p>Completions reported annually (financial year - Residential Monitor/Housing Audit)</p>	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Planning</b>		
Investigate planning controls to secure supply of affordable rental housing.	<p>The City has prepared draft planning controls to facilitate affordable housing in the city area and which were approved for exhibition by Council in March 2017. The proposal is for a levy (to be phased in) for the areas not covered by current or proposed schemes and a separate contribution from sites that benefit from a change to planning controls that increases land value. The proposal is being considered by the Department of Planning and the Greater Sydney Commission.</p> <p>As part of the Central Sydney Planning Strategy, the City is proposing a new affordable housing levy. The levy is proposed to apply to new residential and non-residential development in Central Sydney to assist the supply of affordable and diverse housing for the city's key workers. The proposal is being considered by the Department of Planning and the Greater Sydney Commission.</p> <p>The proposed controls, along with existing schemes in Green Square, Ultimo Pyrmont and the Employment Lands, and the proposed scheme for Central Sydney, will ensure affordable housing schemes operate across all areas under the Council's planning control.</p>	<b>On Track</b>



Planning controls for the Employment Lands 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. The City has progressed the first planning proposal for a site in the Employment Lands investigation area. The proposal is expected to result in 600 to 1000 square metres of affordable housing. The City is also in high level discussions other proponents in the employment lands area to progress planning proposals with affordable housing.

## Urban Renewal

Identify opportunities for affordable housing in urban renewal areas	In June 2017, the City endorsed the recommendation to sell residue land at Botany Road Alexandria to City West Housing to provide up to 200 affordable housing units. The City is also working on an option to sell residue land, opposite the City West Housing Site, to a preferred Community Housing Provider to provide another 100 dwellings.	<b>On Track</b>
--	--	-----------------

## 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>This year, the City provided \$1.4 million to deliver services in the city area that contributes to reducing the risk of, and breaking the cycle of homelessness. This included:</p> <ul style="list-style-type: none"> <li>• \$600,000 to deliver assertive outreach services supporting people from street to home.</li> <li>• \$200,000 to coordinate flexible brokerage funds across 19 agencies to deliver shared case management to prevent young people from becoming homeless and support those who are homeless to access safe and secure accommodation.</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.</li> </ul> <p>During the year, this funding helped enable:</p> <ul style="list-style-type: none"> <li>• 98 people to move from the street to a home,</li> <li>• 126 young people to access housing, and</li> <li>• 616 young people to sustain their tenancy.</li> </ul> <p>The City, together with NSW Family and Community Services (FACS), continues to coordinate a specialist outreach team, the Homelessness Assertive Outreach Response Team (HART), to support people sleeping rough in the City to access safe and sustainable housing. The HART continued weekly patrols this quarter, engaging with people sleeping rough and coordinating efforts to help people to access safe, long term housing with support. 85 rough sleepers have been housed in permanent accommodation during the year through the HART.</p> <p>The homelessness unit coordinate the WISH (Woolloomooloo Integrated Services Hub) a monthly one stop shop which brings together over 22 services in one location to assist people with access to health, housing, specialist support and other services. There were 678 recorded services for the WISH including information and advice provided, medical and dental assistance provided, housing and financial assistance provided, appointments booked, application/forms completed, client assessed for ongoing support, accommodation provided, referrals to another service at WISH and referrals to another service outside of WISH.</p> <p>The City hosted 4 Interagency events this year. Topics included Emergency Response, Collaborative responses to homelessness, NSW homelessness Strategy, and the NDIS.</p>	<b>On Track</b>

## Safety and Wellbeing Programs

Prepare an action plan to address safety wellbeing issues in social housing areas.

Actions to improve the safety and wellbeing for Social Housing residents will be identified in the Social Sustainability Action Plan.

**On Track**

### 8.S.1 Key Performance Indicators

#### Housing

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result Q2	Q3	Q4	YTD	Comment	Status
Number of new dwellings approved	No.	-	-	-	647	1,104	138	1,299	3,188		Indicator Only

#### 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	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result Q2	Q3	Q4	YTD	Comment	Status
Affordable rental housing units resulting from affordable housing levy - Ultimo/Pymont (measured annually). Target at end of scheme (not specific date): 600	No	-	-	-	-	-	-	0	-	The affordable housing units for this program are delivered by City West Housing, a 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.	Indicator Only
Affordable rental housing units resulting from affordable housing levy - Urban Growth NSW (measured annually)	No	88	-	-	-	-	-	0	-	No UrbanGrowth NSW affordable housing projects completed in 2016/17.	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	-	104	-	-	-	-	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.	Indicator Only
Affordable housing units resulting from other (non-levy) means (measured annually)	No.	-	26	-	-	-	-	0	-	No projects have been delivered in 2016/17	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	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result 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	18	327	-	62	62	52	72	248	The reduction in comparison to 2015/16 is a result of Launchpad Youth Community Services working with more young people to prevent homelessness than to exit homelessness.	Indicator Only

Number of young people who exited homelessness or were prevented from becoming homeless through the City supported brokerage program	No	17	456	-	189	157	191	205	742	Q1 and Q2 figures have been amended to show both the number of young people who exited and the number of people who were prevented from becoming homeless. Previous figures only included the number of young people who were prevented from becoming homeless. The year to date figure is significantly higher than that of 2015/16, this is due to Launchpad Youth Community service working with more young people to prevent them from becoming homeless rather than assistance to exit homelessness.	Indicator Only
Number of people sleeping rough in the LGA	No	365	486	-	-	394	-	433	433	February 2017 Street Count	Indicator Only

## 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
Integration				
Develop sustainable infrastructure plans for urban renewal areas.	2016	100	Precinct Plans for Ashmore, Lachlan and Epsom Park precincts are now completed.	Complete
Program delivery				
Develop and implement public domain and place-making strategies for urban renewal areas.	2017	80	Public domain planning strategies and co-ordination plans completed for Epsom and Lachlan Precincts, Green Square and Ashmore Precinct in Erskineville. Concept designs completed for Garraway Park, and parks at North Rosebery 904 Bourke Street.	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.	City input has been ongoing as required for sustainable public domain development of Barangaroo, and Sydney International Convention, Exhibition and Entertainment Precinct including co-ordination of wayfinding furniture and public domain materials and furniture palette.			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				
Continue the implementation of the Wayfinding Strategy	2023	48	Braille /Tactile signage successfully rolled out across the City. Over 2200 signs installed on pedestrian push button poles. Rollout of pylon, flag and finger signs ongoing with City Centre, Haymarket and Harris St Village precincts 90% complete.	On Track
Public Space Planning				
Finalise the City's Open Space and Recreation Needs Study.	2017	100	Complete. The Study was adopted by Council in November 2016.	Complete
Develop an Access Policy that provides guidance on standards of accessibility for works public domain and infrastructure works that are outside the Access to Premises Standards.	2017	85	Development of the policy has continued in consultation with the City's Inclusion (Disability) Advisory Panel.	On Track
Major Programs	Progress To Date			Status
Public Domain Infrastructure				

Complete and implement public domain design codes	Draft Parks Code and Signage Code completed and undergoing internal review.					On Track	
Public domain Furniture							
Continue to develop concept designs / prototypes for public domain furniture.	Concept designs and prototypes for public domain furniture complete.					On Track	
Public Space Planning							
Coordinate land acquisitions with infrastructure requirements in Green Square Precincts	Timing of works for this program is largely contingent upon the schedule for private developments. The planning agreement for Sunshine Property Group at Lachlan Street is close to finalisation. The Lincon Site at Epsom Road planning agreement is also close to finalisation.					On Track	
Coordinate development of infrastructure specifications for works in kind by developers in urban renewal areas.	Three coordination meetings have been held in 2017 with staff from City Assessments, City Infrastructure and Traffic Operations including public domain which tracks and coordinates the various infrastructure and redevelopment taking place in the Green Square urban renewal area precincts. A further meeting is planned for early August 2017.  Ongoing public domain meetings are occurring with the JQZ site at 52 O'Dea Avenue and construction coordination is occurring with this site and also the Mirvac Property with regards to the delivery of Dyuralya Square, Gadigal Avenue North and the upgrade of Murray, Taylor and Amelia Streets.					On Track	
9.3 The City is recognised for design excellence.							
Major Programs		Progress To Date				Status	
Design Partnerships							
Facilitate the Design Advisory Panel to provide expert advice on public domain, park projects and major development applications.	The Design Advisory Panel meets monthly to provide expert advice and guidance on the City's major capital works projects as well as development applications submitted to Council for assessment.					On Track	
Use a variety of processes such as anonymous design competitions to enable innovation and opportunities for specific projects that allow for new design professionals to participate.	Ongoing involvement in design competition for 180 George Street that will deliver new public space and community facility.					On Track	
9.4 The City’s planning framework and implementation strategy ensures sustainable long-term growth.							
Major Programs		Progress To Date				Status	
Stormwater Infrastructure Program							
Implement Flood Studies and Floodplain Risk Management Plans (FRMP)	Flood Studies and Floodplain Risk Management Plans are completed for all catchments in the city. The Floodplain Risk Management Committee met on the 7 December 2016 and acknowledged the intent of the Floodplain Management Implementation Plan for all catchments. The draft Implementation Plan has been prepared and the City is progressively moving towards its implementation stage. The committee will re-convene once the Alexandria Canal Flood Study review is completed. It is anticipated the study will be finalised in January 2018.					On Track	
9.S.1 Key Performance Indicators							
Development assessments - Continually improve development controls and approvals processes							
Key Performance Indicator	Unit	2014/15	2015/16	2016/17	2016/17 Result	Comment	Status

		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Mean (net) assessment time to determine applications (DA & S96) - mean of 95% to meet target	Days	74.4	67.5	50	55.7	57.1	58.5	57.1	57.1	Procedures are continuously under review to improve assessment times	Attention Required
Median (net) assessment time to determine applications (DA & S96)	Days	59	62	45	51	52	53	52	52	Procedures are continuously under review to improve assessment times	Attention Required
Mean (net) assessment time to determine notified applications (DA & S96) - mean of 95% to meet target	Days	79.7	80	60	69.1	70.5	72	70.1	70.1	Procedures are continuously under review to improve assessment times	Attention Required
Mean (net) assessment time to determine non-notified applications (DA & S96) - mean of 95% within target	Days	33.9	34.8	30	28.3	29.2	29.2	28.3	28.3		On Track
Mean time taken from lodgment of application to commencement of exhibition (DA & S96)	Days	13.2	13.9	14	13.2	13.1	13.1	12.6	12.6		On Track
Mean time taken from lodgement of application to refer to internal and external referral agencies (DA & S96)	Days	22.9	21	14	20	20	23.9	22	22	Procedures are continually being reviewed to improve times	Attention Required
Percent of outstanding applications (DA & S96) over 80 days	%	29	23.7	25	27	24.9	23.9	20	20		On Track
Mean (gross) assessment time to determine footway applications - mean of 95% to meet target	Days	60.7	59	50	43	41	40	38	38		On Track
Average processing time for construction certificates.	Days	6.88	7.18	10	6.3	7	6	8	6.83	A mean average of 8 days was achieved for the period which was less than the established target of 10 days	On Track

## 10 Implementation through effective governance and partnerships

10.1 Organisational capability, planning and service delivery enables the delivery of Sustainable Sydney 2030 priorities.		
Major Programs	Progress To Date	Status
<b>Organisational Planning</b>		
Continue to deliver and enhance the IP&R framework to improve integrated long term planning and sustainability	The fully revised suite of Integrated Planning and Reporting documents including the Sustainable Sydney 2030 Community Strategic Plan, Delivery Program 2017-2021, Operational Plan 17/18 and Resourcing Strategy 2017, were all endorsed by Council in June.	<b>On Track</b>
Contribute to the development of a Resilience Strategy for the greater Sydney region	<p>In August 2016, the Preliminary Resilience Assessment (PRA) and City Context research paper for metropolitan Sydney were completed, with a message from the NSW Minister for Planning incorporated. Over 600 representatives from government, business and the community of metropolitan Sydney were consulted in preparing the documents.</p> <p>Since the beginning of 2017 Resilient Sydney has undertaken broad engagement across metropolitan Sydney to develop the Resilient Sydney Strategy. The process successfully sought feedback from a range of stakeholders from state and local government, business, academia, community services and the community (residents of metropolitan Sydney).</p> <p>Feedback has been used alongside technical study to develop the draft Resilient Sydney Strategy. The draft Strategy is currently under review from 100 Resilient Cities and the Resilient Sydney Steering Committee. Further feedback will be sought from stakeholders across Sydney in August and the strategy will be finalised late 2017.</p>	<b>On Track</b>
Implement and monitor priority actions within the Workforce Strategy and plan for future workforce challenges.	The four-year Workforce Strategy 2015-19 has been revised and is being progressively implemented. Progress has been made against the six strategic objectives including initiatives to develop manager skills in employee engagement, front line leadership capability, diversity and inclusion and developing a mentally healthy and safe workplace.	<b>On Track</b>
Implement and monitor priority actions of the Information and Technology Strategic Plan	New technology has been installed across 38 community sites including at Libraries, Community Centres and Childcare Centres, providing public access to Internet browsing, office productivity tools and specialised products for learning and creative activities. New –self-service technology has also been implemented in the City's 11 Libraries sites, enabling users to check-in and out and opening up library spaces to create a more contemporary service.	<b>On Track</b>
Refine and revise long term asset management plans for critical infrastructure assets, including climate change impacts.	The Asset Management policy objectives and broad strategy themes were reviewed in conjunction with the Integrated Planning and Resourcing Strategy and adopted by Council in June 2017. The Asset Management Plan for critical asset classes includes updated infrastructure asset conditions, valuations and a 10 year long term financial plan.	<b>On Track</b>
<b>Service Delivery</b>		
Develop and implement priority projects to improve the organisation's systems, processes and capability to deliver Sustainable Sydney 2030.	A data office has been established to build organisational capability in data governance and management and to co-ordinate data-centric initiatives. Continuous improvement projects have been established for asset management, financial management and contract management.	<b>On Track</b>
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.	<b>On Track</b>

## Continuous Improvement

Deliver the Service Review program to monitor efficiency and effectiveness across the organisation.

The Service Review Program to review efficiency and effectiveness across the organisation has been in place for 4 years with over 34 reviews.

**On Track**

The service review program is being reconsidered as the Executive are focussed on improving a specific number of priority business functions and areas, while also putting the continuous improvement framework in place to lift efficiency and effectiveness across a broader base than individual service reviews.

## Monitoring and evaluation

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

The Community Wellbeing Indicators report was endorsed by Council on 24 October 2016. Report upload to City website. There have been approximately 500 downloads of the 2017 Community Wellbeing Indicators Report.

**On Track**

The ABS Census Basic Community Profile was released on 27 June 2017. Approximately one-quarter of the Indicators will be updated in the next quarter.

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

### Major Programs

### Progress To Date

### Status

#### Community Engagement

Support the City in delivering a high-value community engagement program to inform decision making.

- 33 events for Green Square and ongoing community relations to support construction.
- Wimbo Park consultation and initiatives to support business for light rail.
- Three major events and support for the metro-wide engagement program for Resilient Sydney.
- Public exhibition of the Community Strategic Plan
- Three community reference groups for Waste and Environmental Strategies.
- New Year's Eve road closures consultation.
- City playground workshops with over 100 school children.
- Sydney Park skate park design consultation.
- Disability Inclusion Action Plan workshops.
- Public and stakeholder meetings for Waterloo redevelopment.
- Wilson and Burren Streets and Bondi to City cycleway consultations.
- Sydney Your Say: 41 projects open for feedback; 89,300 visits; 4,450 registered users; 53,200 document downloads; 1,456 submissions/surveys received.

**On Track**

## Public Access to Information

Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible.

An online e-learning course for all staff on public access to information was developed to support the City's compliance with the Government Information (Public Access) Act 2009 (GIPA Act). The City continues to make available information on request from the public, with 4,585 informal requests received and completed. Planning and development information continues to be in high demand and is the focus of digitisation activity to facilitate access.

**On Track**

Monitor compliance with privacy legislation to ensure that personal information held by the City is protected.

The mandatory 'Records Management Plan' template used for business planning now requires for all business units to report on what personal information they collect and declare that such information is collected, stored and used in compliance with the Privacy Act and the City's Privacy Management Plan.

**On Track**



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

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.	Business cases and financial modelling are a key governance component of all new program and project initiatives as overseen by the project management office.	<b>On Track</b>
Formalise a policy to articulate the financial circumstances and/or projects, where it would be appropriate to borrow funds to achieve inter-generational equity.	Draft policy under development, noting that the long term financial plan does not currently rely on debt financing within the next 10 years.	<b>On Track</b>
<b>Rates</b>		
Explore avenues for innovation in rating, providing equity among ratepayers and ensuring legislative requirements are met. This includes active participation in IPART's review of the Local Government Rating System.	Actively participated in IPART review of Local Government Rating System and industry changes, now awaiting Ministerial release of the findings and outcomes to progress local government reform. All opportunities to optimise revenue and equitably apply rates across our community are being continually explored.	<b>On Track</b>
<b>Strategic Property Management</b>		
Manage the investment property portfolio to realise commercial returns and contribute to a diversified income base.	<p>A Property Strategy is being developed by Property Strategy/Development team based upon the existing suite of property asset plans to strengthen alignment between the Community Strategic Plan and Delivery Program. This will result in improved performance of the Investment Property Portfolio.</p> <p>Note: the Oxford Street Retail Leasing Strategy has been completed (based upon consultants, Location IQ,s advice). The first retailer (post the Strategy development), Ariel Books, has signed their lease and has commenced trading. Holy Kitsch opened its doors in April 2017. Q&amp;E Supermarket has signed their lease and will commence trading at the end of this year (post the City's installation of the substation); City cafe operator has agreed terms; Sports wear operator has agreed terms.</p>	<b>On Track</b>
<b>Fees and Charges</b>		
Review the cost of delivering the City's major services to ensure appropriate fees and charges.	Review of the fees and charges will be a progressive program, which has already started, but will need to continue.	<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>The City has developed and strengthened local and regional partnerships through the delivery of events. In 2016/17, we have fostered partnership through:</p> <ul style="list-style-type: none"> <li>• CitySwitch Cafe Series - collaborated with program partners which included North Sydney Council, Willoughby City Council, City of Melbourne, Adelaide City Council, City of Perth and NSW Office of Environment and Heritage</li> <li>• CityTalks Sydney: Is Sydney Ready?</li> <li>• Resilience Roundtable with Michael Berkowitz - partnered with 100 Resilient Cities/Rockefeller Foundation and Metropolitan Councils</li> <li>• Better Buildings Partnership Executive Dinner - collaborated with the partnership's member organisations</li> <li>• CitySwitch National Awards - collaborated with national program partners including North Sydney Council, Willoughby City Council, City of Melbourne, Adelaide City Council, City of Perth and NSW Office of Environment &amp; Heritage</li> <li>• International Education Provider Forum - partnered with NSW Police Force and StudyNSW</li> <li>• The Guardian - media partner for CityTalks (2-year partnership ended in Dec 2016)</li> <li>• Future Asia Business Summit - partnered with Westpac</li> <li>• CityTalks Design: Data Driven Design - partnered with UTS</li> <li>• Innovation Led Transformation Briefing with Hila Oren - partnered with UTS</li> <li>• Social Housing Meetings - collaborated with Housing NSW, NSW Police and Family &amp; Community Services</li> <li>• International Students Welcome - partnered with UNSW, University of Sydney &amp; UTS</li> <li>• Net Zero Carbon by 2050 Workshop - partnered with The B Team, Just Transition Centre and Sustainability Advantage</li> <li>• CityTalks Sydney with Bunker Roy - partnered with UTS</li> </ul> <p>The City continues to host the Resilience Officer through the Rockefeller Foundation, and work with local councils across Sydney on the development of a Resilient Sydney Plan.</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 Sydney Metropolitan Mayors.	<p>The City continues its involvement in the Council of Capital City Lord Mayors with meetings held in Melbourne with representatives from the Department of Environment and Heritage to discuss the Climate Policy Review and Sydney to review a national framework for measuring growth and other factors in our cities. We also continue to engage with the Greater Sydney Commission and the councils within the Central District as the development of District Plans progresses, as well as regular meetings with Ministers and Departmental representatives on issues and projects relevant to the City, such as schooling and transport.</p>	<b>On Track</b>
<b>International Partnerships</b>		
Utilise the international partnerships programs to facilitate knowledge exchange and ensure the City benefits from the best and most current knowledge and processes to improve outcomes for the community and the area, including C40.	<p>Research is being undertaken to identify key international cities that are of high value for the City and provide examples of best practice international engagement strategies. The research will be used to formulate the City of Sydney's international economic engagement action plan.</p> <p>The City sponsors not-for-profit organisation, Asialink Business, to produce four Asia Insights Workshops in Sydney in 2016 and 2017 for small to medium businesses. The fourth workshop in the series took place in June and examined how culture affects negotiation styles across Asian cultures including the key markets of China, India, Hong Kong and Singapore.</p>	<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 state and federal forums	The City continues to participate in Government Forums, workshops and Taskforces on the implementation of light rail in the city, the development of a District Plan for Central District with the Greater Sydney Commission and UrbanGrowth NSW projects including Parramatta Road, the Bays Precinct and Central to Eveleigh. The City also continues to meet with relevant Federal Departmental representatives such as from the Cities Unit within the Department of Prime Minister and Cabinet, the Climate Action Roundtable attended by all three levels of government and the Federal Department of the Environment and Energy. The City is also participating in the newly formed Federal Government's Cities Reference Group.	<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 where appropriate.	The City has continued to make submissions to the State and Federal Government on matters impacting the city, our workers, visitors and residents. Some of those have included submissions on the NSW Government's Draft Central District Plan, the NSW Parliamentary Inquiry into Energy from Waste, IPART's Discussion Paper: Review of wholesale water prices, and the Productivity Commission's review of Human Services.	<b>On Track</b>
<b>Risk Management</b>		
Embed and integrate risk management principles into organisational decision making.	Risk management principles continue to be embedded into key corporate processes, including project management, procurement and contract management. The implementation of the risk management program includes risk assessments being conducted across all Divisions at strategic, operational, project and program levels with over 120 having been undertaken formally since 1 July 2016.	<b>On Track</b>
Develop and implement a risk based and comprehensive Internal Audit plan for the City in accordance with the Internal Audit Charter.	Three-year internal audit program 2016-2019 approved by Council's Audit Risk & Compliance Committee (ARCC), and annual Internal Audit Plan 2016-17 has commenced with 12 audit assignments for 2016/17 complete.	<b>On Track</b>
Implement and embed an integrated framework for Work, Health and Safety	A new 2017/18 WHS Corporate plan was developed. Training was provided to contract managers on the new contractor management safety procedures and a new Mentally Healthy Workplace plan 2017-2020 is being implemented.	<b>On Track</b>

## 10.S.1 Key Performance Indicators

### Accountability and transparency

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications Received	No	106	145	-	31	30	22	28	111	There was a 24% decrease in formal access applications received under section 9 of the GIPA Act compared to last year. Information is provided, when appropriate, through the informal process allowing the withdrawal of formal applications by the applicant. The proportion of applications from legal firms seeking information to support personal injury claims decreased.	Indicator Only

GIPAA Informal Access Requests Received	No.	5,103	4,926	-	1,271	975	1,163	1,176	4,585	There was a 7% decrease in the number of informal requests for information received by the Information Access and Archives Teams, although the number received remains high.	Indicator Only	
Public Interest disclosures received	No	-	2	-	0	0	0	0	-	No public interest disclosures were received in the 2016/17 financial year	Indicator Only	
Complaints Processes												
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result			Q4	YTD	Comment	Status
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 two complaints received in the 2016/17 financial year.	Indicator Only
Complaints regarding corruption or maladministration by City staff upheld (measured annually)	No	2	3	-	-	-	-	1	1	-	-	Indicator Only
Workforce												
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result			Q4	YTD	Comment	Status
Approved full time equivalent (FTE) establishment positions	No	1,915.41	1,936.43	-	1,919.56	1,920.14	1,925.89	1,922.93	1,922.93	-	-	Indicator Only
Vacancy rate (approved FTE positions)	%	6.3	6.55	-	7.12	7.1	7.66	8.32	7.55	-	The vacancy rate increased in Q4. Recruitment action is underway.	Indicator Only
Lost time injuries	No	35	34	-	3	4	8	8	23	-	Lost time injuries have decreased this year.	Indicator Only
Staff in formal further education (measured annually)	%	6.1	9.3	5	-	-	-	9.15	9.15	-	173 members of staff were enrolled in formal further education in 2016/17.	On Track
Customer service												
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	Q1	2016/17 Result			Q4	YTD	Comment	Status
Calls received by customer call centres.	No	240,464	217,291	-	54,451	47,626	51,048	46,565	199,690	-	Customer Service calls in the City's call centre decreased by 8% in 2016/17 when compared to previous year (2015/16). This decrease is possibly due to customers registering their questions and requests on-line.	Indicator Only
Calls answered within 30 seconds (20 seconds for 2014/15)	%	78.67	67.63	70	71	74.77	70	66	70.44	-	Customer Service Call Centre grade of service for 2016/17 finalised at 70.4% (i.e. 70.4% of calls were answered within 30 seconds). The grade of service key performance indicator is	On Track

										70% of calls within 30 seconds; target was met.	
Calls completed at first contact	%	81.03	82.5	70	81	82	83	82	82	Customer Service resolved 82% of calls received without the need to transfer to another department. This exceeds target expectation, which is 70%.	<b>On Track</b>
Customer requests received.	No.	128,435	158,587	-	38,023	37,852	43,686	38,924	158,485	Volume of Customer Service Requests received in 2016/17 was 158,485. This is in line with previous year (2015/16) where the City received 158,587 requests.	Indicator Only
Customer requests actioned within agreed service standards.	%	90.25	91.75	95	99	98.45	96	98	97.86	Customer Service exceeded performance expectations for 2016/17, finalising 98% of customer requests within target time-frames. Target key performance indicator is 85%.	<b>On Track</b>