

2006 REVIEW OF OPERATIONS



city of villages

Our vision

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

good

great



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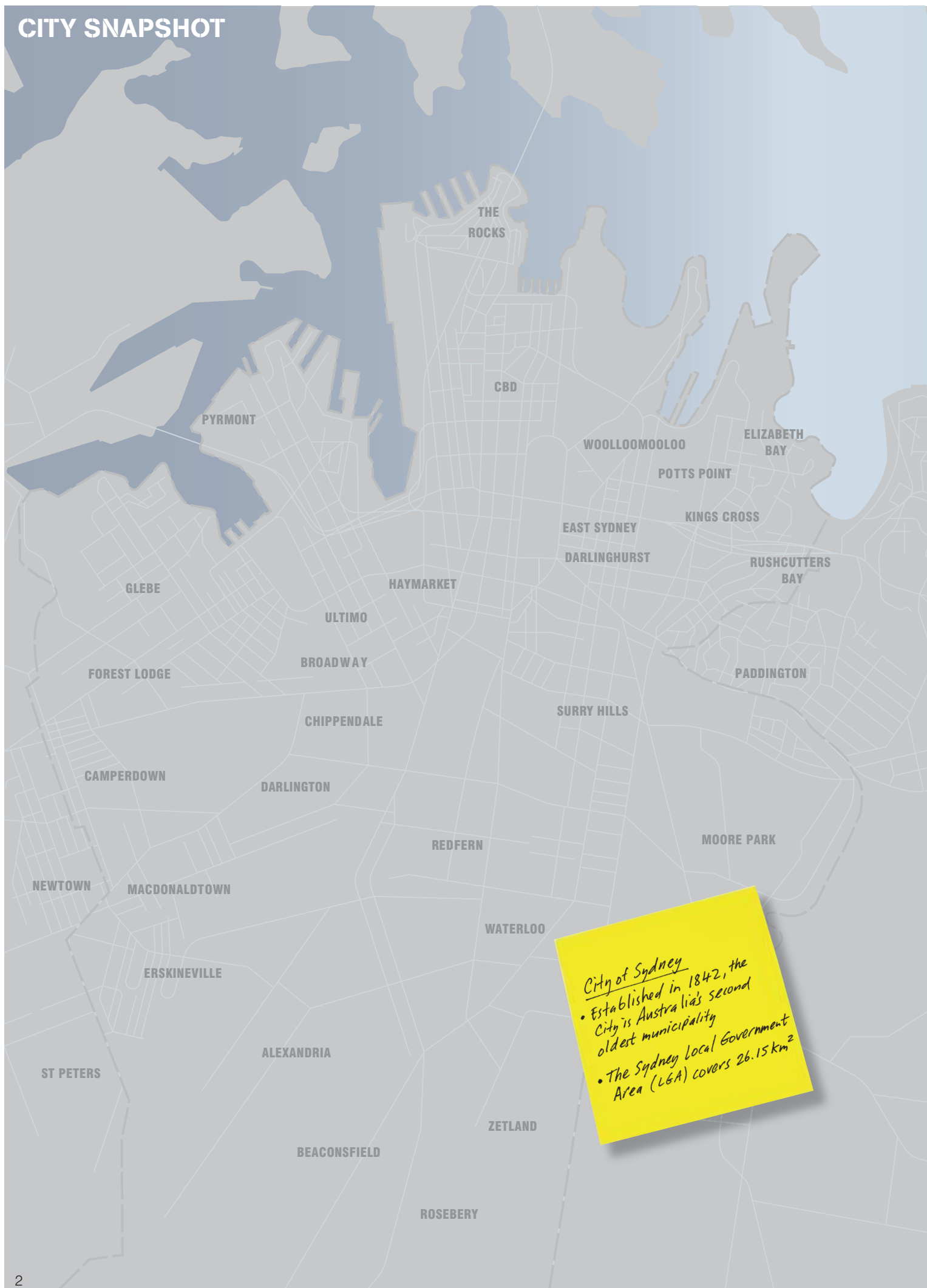
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Our 2005/06 Annual Report is comprised of four individual chapters – Review of Operations, State of the Environment, Statutory Returns and Financial statements.

City of Sydney is committed to reducing our impact on the environment, which is why this year, rather than print the full 144 page report, we will only be producing minimal quantities of this Review of Operations section. The other three chapters can be downloaded from our website www.cityofsydney.nsw.gov.au

In order to ensure our Annual Report is accessible by all, as well as being freely available from our website at the address above, copies of the full report will also be made available at our One Stop Shops and Council offices for public viewing. Copies can also be requested by contacting our call centre on 9568 9333.

CITY SNAPSHOT



City of Sydney
• Established in 1842, the City is Australia's second oldest municipality
• The Sydney Local Government Area (LGA) covers 26.15 km²

City of Sydney profile

	1996	2005	2006	2009 (estimated)
Residents	105,000	156,000	160,000	176,500
Businesses	20,300	20,800	21,000	22,000
Workforce	310,000	355,000	365,000	365,000
Hotel guests (nightly)	19,053	24,650	25,000	25,000
Daily visitors (not including shoppers)	370,000	390,000	390,000	415,000
Daily shoppers (estimated)	70,000	85,000	85,000	90,000

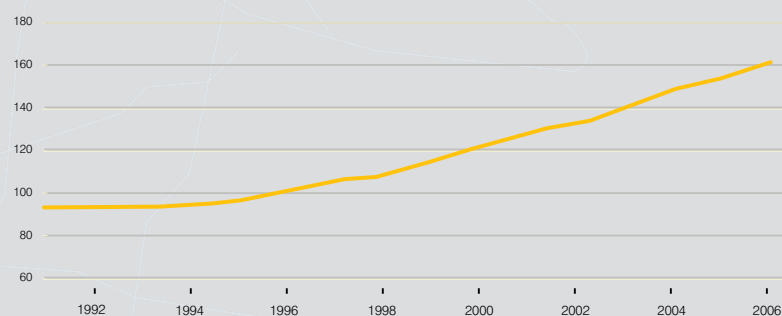
Our people

- The median age of our residents is just 33 years, the youngest in the state.
- We have the most highly educated workforce in Australia, with more than 27% holding a bachelor degree or higher.
- Almost 50% of residents were born overseas, and almost 30% speak a language other than English, with Chinese, Indonesian, Greek and Russian the most common.
- The median weekly family income is \$1408, compared to \$938, the median for Australia.
- The City's population of approximately 160,000 represents an increase of 30,000 from the last Population Census in 2001 and is estimated to increase to around 220,000 by 2025.
- The City is home to one of Sydney's largest urban Aboriginal communities.

Residential population

City of Sydney LGA, 1991–2006

Population (thousands)

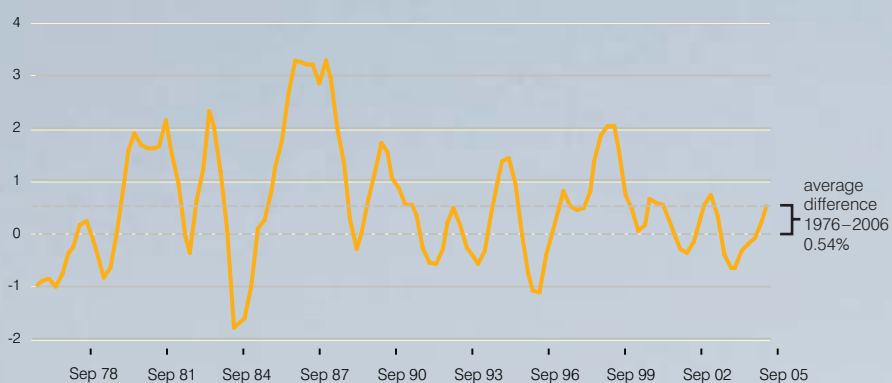


Our economy

- Between July 2005 and June 2006, commercial floor space in the precincts of Central Sydney and Pyrmont increased dramatically to an average of 90,000 m² every six months.
- Number of city dwellings – 90,597
- Vacancy rates for commercial office space saw a gradual decline, a trend which is set to continue as the City grows and demand for office space increases.
- There are approximately 25,000 separate business establishments in the City of Sydney – far greater than any other area of Australia.

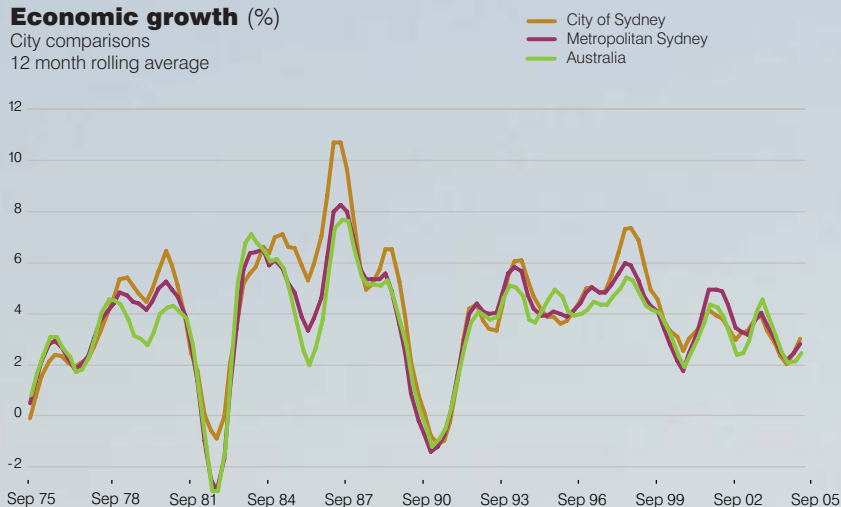
Economic Growth (%)

Difference between City of Sydney and Australia
12 month rolling average
Difference percentage growth



Economic growth (%)

City comparisons
12 month rolling average



Our visitors

- During 2005/06, 5.6 million international visitors came to the Sydney metro area, representing more than 50% of all international visitors to Australia.
- Over the last nine years, Sydney has won virtually every international award as the favourite destination for US and UK travellers, as well as attracting large numbers from Asian countries.
- With over 60% of all metropolitan hotel rooms in Sydney, each night the City played host to an average of just under 25,000 visitors, which equates to 9 million guest nights in total – an increase of 2.1% over last year.

Hotel arrivals and occupancy rate

City of Sydney, 1996-2006

Rolling annual

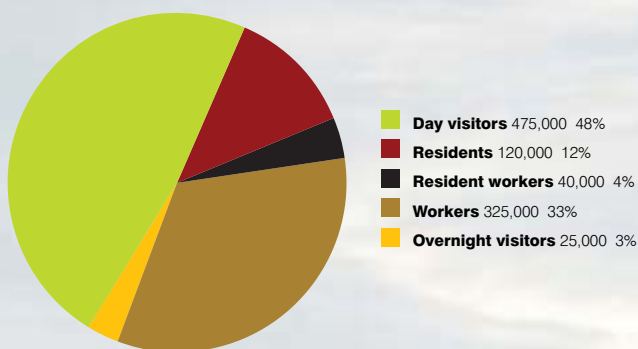


Our commuters

- It is estimated that 475,000 people visit the City daily to shop, be entertained, visit professional services and meet their friends.
- Around 75,000 people alone, come to the CBD each day with shopping as their main purpose.

Daily population

Estimates 2005-2006



Source: Figures used in the preceding table and graphs are compiled from Australian Bureau of Statistics 2001 Census data and City of Sydney's own estimates, and should be used as a guide only.

FROM THE LORD MAYOR

I am proud to present this report on a year of substantial progress in the City of Sydney. A number of significant goals have been achieved for our City, with others well in train and over coming years, a new Sydney will emerge, characterised by sustainable green development, and by its thriving social, cultural and economic life.

As our first steps towards realising this Sydney, we have harnessed the City's human and financial resources to upgrade the public domain, to green the City, and to take on the major works of urban renewal and development.

These improvements are critical for the quality of life in our City. But they also have economic value, attracting the residents, businesses, workers and visitors who make Sydney the nation's economic powerhouse and, globally, the "face of Australia".

Our landscaping and public domain program alone is worth \$180 million over the next four years. It includes:

- the upgrade and redesign of Redfern Park (\$20 million)
- construction of the Harry Seidler-designed Ian Thorpe Aquatic Centre in Ultimo (\$40 million)
- development of an imaginative new waterfront park at Pyrmont (\$30 million)
- development of the long-promised Glebe Foreshore Walk (\$13 million)
- rejuvenation of Prince Alfred Park and pool (\$9 million)
- construction of a state-of-the-art "green" community centre in Surry Hills.

Our wider program to "green" Sydney included adoption in December 2005 of a Register of Significant Trees which identifies almost 2000 trees of environmental, social, cultural or historic significance across the City. We also developed important new tree management policies, and planted over 1150 new trees.

Urban renewal programs included completion of the Oxford Street upgrade in time for Mardi Gras, as well as a number of other schemes to revitalise this important cultural and retail precinct. Work continues apace on footpath improvements in the CBD, while the Redfern and Regent Street upgrades are well under way. Planning and consultation for the revitalisation of Glebe Point Road are also well advanced.

From January of this year, we began our ambitious program of community meetings and surveys, from which we delivered eight Local Action Plans. These will form the basis for a series of local projects to strengthen the distinctive character of the different City neighbourhoods and deliver on our vision for Sydney as a City of Villages.

We have updated our planning controls to protect Sydney's unique character and heritage while allowing for future growth (the State Government's Metropolitan Strategy indicates a further 40,000 residents for inner Sydney within the next 10 years).

At Green Square, we are partners in the biggest urban renewal program in Australia and we will shortly formalise that partnership with Landcom. Our priority then will be construction of the new Green Square town centre.

In the all-important field of environmental leadership, the City has:

- introduced 10 per cent green power
- moved to biodiesel and recycled oil for its vehicle fleet
- completed its Water Savings Action Plan
- expanded its green waste recycling service and
- installed stormwater tanks for parks and depots

We retain a strong commitment to community services as the underpinning of City life. We sponsor active community centres and an extensive library network, and we have introduced new safety strategies. This year, with the NSW Government, we inaugurated a new \$1.5 million outreach service for the homeless; we signed principles of cooperation with the Metropolitan Local Aboriginal Land Council, and we completed our Social Policy, our Youth Strategy and our Childcare Needs study.

As part of our promise to make the City more responsive to the needs of its residents and businesses, we have introduced a request management system and a single 24-hour phone number to ensure problems are dealt with as efficiently as possible.

We have also reformed our Freedom of Information processes so that applications have dropped by 85 per cent, with over 1500 requests approved free of charge.

We continue to actively foster Sydney's rich artistic and cultural life with the spectacular New Year's Eve celebrations, the flourishing Writer's Festival and the much-loved Sydney Festival. We celebrate our cultural diversity with Chinese New Year, Primo Italiano, the Danks Street and Spanish Festivals and the Gay and Lesbian Mardi Gras.

This year we established a new forum with the City's cultural and educational institutions and continued regular discussions with our business leaders, harnessing the enthusiasm and commitment to our City of both these groups. Our new Economic Development Unit, established in April, provides a dedicated resource to focus on sustainable economic growth.

To achieve that sustainable growth, however, we need to look to the longer term, well beyond the life of a single council. Our new Sydney 2030 project will harness Australia's best minds to work with us on a vision for the next 25 years. It is a complex and challenging task, designed to will promote green urban design and planning, new public spaces, an integrated transport system, art and cultural development and plans for sustainable economic development, for retail and for tourism.

I am excited by the extraordinary progress we have made this year and I thank the City's talented and committed staff, especially our new CEO, Monica Barone. Monica is highly regarded by the community, staff and councillors, and handles her role as CEO with distinction.

I also take this opportunity to thank all the City residents, businesses and other institutions who have contributed so enthusiastically to helping us realise our vision for Sydney.



Clover Moore MP
Lord Mayor

OUR ORGANISATION

Our roles and responsibilities

The City's governing body is an elected council comprising a directly elected Lord Mayor and nine other Councillors. This Council determines the City's policies and objectives which are consistent with its broader vision for meeting the needs and aspirations of our community.

The Chief Executive Officer heads the City organisation, and is responsible for its efficient and effective operation, and for implementing Council decisions and policy. The City has adopted a Code of Conduct covering Councillors and staff to ensure that public interest is considered and protected.

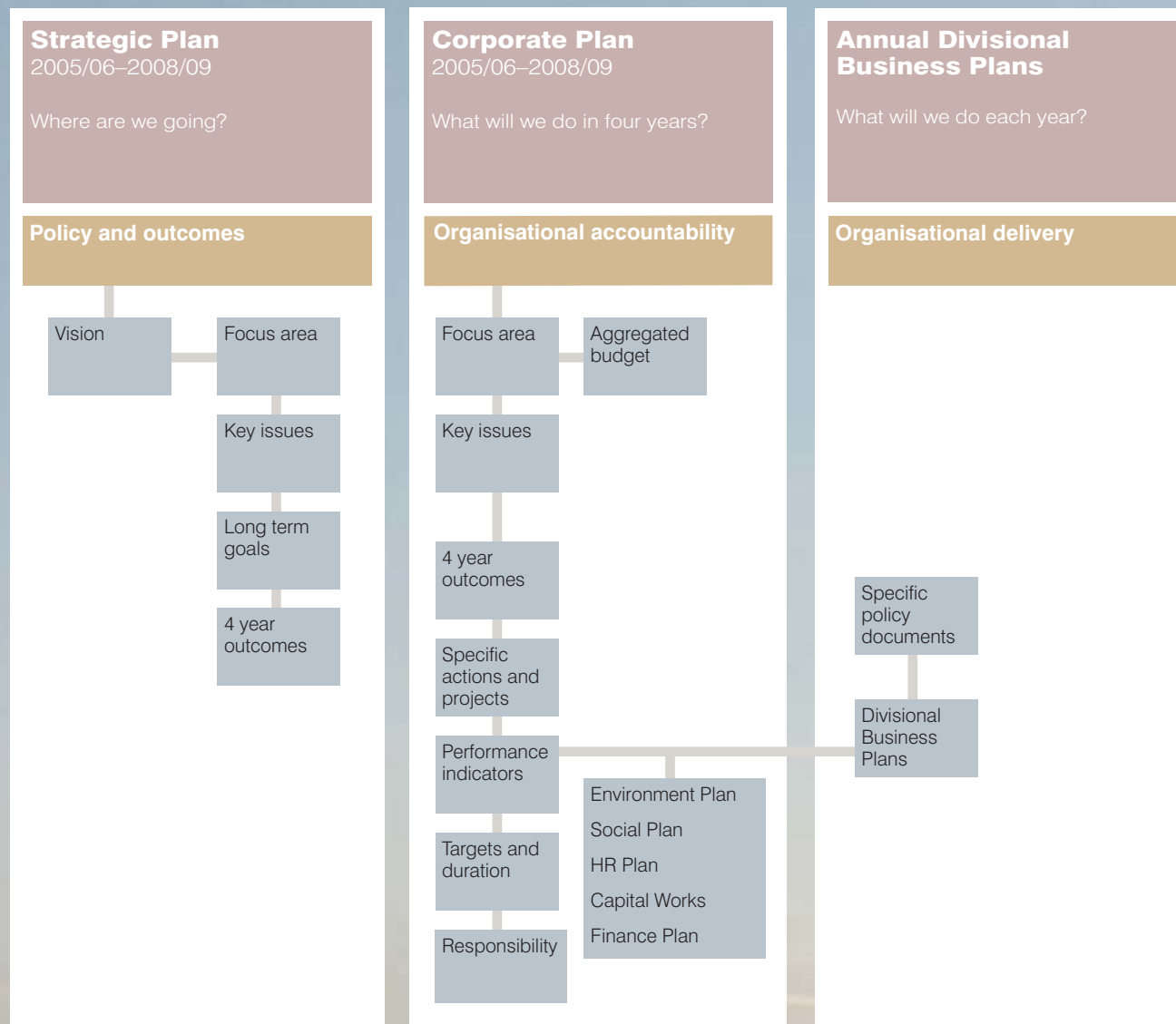
The role and responsibilities of the City of Sydney Council are defined and detailed in the *Local Government Act 1993*, the *City of Sydney Act 1988* and associated regulations provide the legislative framework for the City's governance, role and responsibilities.

Our integrated planning structure

The City's Strategic Plan 2006-2009 is our principal policy document and clearly establishes our long-term strategic objectives in seven key focus areas: Quality Urban Environment, The City Economy, Environmental Leadership, Community and Social Equity, Transport and Accessibility, Public Domain and Facilities, and Leadership and Governance.

Updated annually, our Corporate Plan 2006-2009 sets out specific projects, activities and related strategies for delivering the vision for our City, and is based on a long-term, sustainable financial strategy that will enable the City to provide a high level of service, amenity and public infrastructure in years to come.

The Annual Report is a key part of our organisation's integrated planning structure and presents the results of our achievements against the targets specified in the Corporate Plan 2006-2009.



THE COUNCIL

Lord Mayor Clover Moore MP

Lord Mayor and Chair of Central Sydney Planning Committee. Clover Moore MP was elected in March 2004 as the first popularly elected female Lord Mayor of Sydney. She has been State Member for Bligh since 1988. She is currently serving her fifth term in the Legislative Assembly of the NSW Parliament and previously served as a Councillor on Sydney City and South Sydney Councils (1980-1987). Clover is an Independent who has never belonged to a political party. She is committed to a better environment and living amenity, protection of public lands and foreshores, progressive solutions to tough city problems, and political reform.

Ph 02 9265 9229
cmoore@cityofsydney.nsw.gov.au

Deputy Lord Mayor Verity Firth

Verity Firth has lived locally nearly all her life. She grew up in Glebe and continues to live there with her husband Matthew and daughter April. Verity is a solicitor with the labour law firm, Slater and Gordon. She is on the board of Aidwatch, an organisation that monitors Australia's role in assisting developing countries, and the board of the Law & Justice Foundation, an organisation dedicated to improving access to justice for socially and economically disadvantaged Australians. Verity supports strong local environment and planning controls, and wants to see greater Council involvement in the provision of community services, childcare and affordable housing.

Ph 02 9265 9427
vfirth@cityofsydney.nsw.gov.au

Councillor John McInerney

John McInerney is an architect and town planner with special interests in transport and heritage. He is the past National President of the Planning Institute of Australia and former Manager of Planning for the City of Sydney and City of Melbourne. John is committed to overhauling city planning instruments, developing his concept of 'Sydney – a City of Villages' and implementing an integrated transport strategy with emphasis on light rail and pedestrian/bike paths.

Ph 02 9246 7719
jmcinerney@cityofsydney.nsw.gov.au

Councillor Phillip Black

Phillip Black is a Surry Hills businessman in the tourism industry. In 1993 he helped establish the South Sydney Heritage Society. He is currently a member of the Dictionary of Sydney Board, and a Governor of the Centennial Parklands Foundation, and formerly a Trustee on the Centennial Park and Moore Park Trust. Phillip is a long-time advocate for protecting built heritage and open space and is committed to providing a voice for gay and lesbian communities.

Ph 02 9265 9706
pblack@cityofsydney.nsw.gov.au

Councillor Chris Harris

Chris Harris is the first Greens representative elected to the City of Sydney Council. He comes from a small business background and has a history of involvement in community campaigns seeking to advance the interests of the community against overdevelopment via the strengthening and enforcement of planning controls, the provision of effective and well-resourced community services and real advances in environmental care.

Ph 02 9265 9313
charris@cityofsydney.nsw.gov.au



**Councillor
Marcelle Hoff**

President of the Friends of Pyrmont Point community group, Marcelle Hoff is a psychotherapist/counsellor working in private practice. She has been an adult educator and training consultant in conflict management, customer service, communication skills and HIV/AIDS education. She is committed to community participation in government and the protection of public lands.

Ph 02 9246 7719
mhoff@cityofsydney.nsw.gov.au

**Councillor
Robyn Kemmis**

Robyn is an Independent Councillor who is committed to the participation of community members in local government matters and decisions that affect their lives. She studied and undertook research at the Universities of New England and Essex, and spent some years in London working in publishing and tourism. After holding several management positions within the New South Wales Public Service, Robyn retired as Deputy-Vice Chancellor (Administration) at the University of Technology, Sydney (UTS).

Ph 02 9246 7719
rkemmis@
cityofsydney.nsw.gov.au

**Councillor
Michael Lee**

Michael Lee was elected to the City of Sydney in 2004 and is a resident of Woolloomooloo. Michael was a member of the Australian Parliament for 17 years and Minister for Communications, Arts and Tourism in the Keating Government. He is an electrical engineer and serves as an independent non-executive director of Country Energy and Macquarie Airports and the Honorary Chairman of the Central Coast Campuses Board.

Ph 02 9265 9427
mlee@cityofsydney.nsw.gov.au

**Councillor
Shayne Mallard**

Shayne Mallard is the first Liberal Party Councillor to be elected to the City of Sydney and has served as a Councillor on South Sydney City Council from July 2000. Shayne works to strengthen and empowering genuine broad based community engagement with Council and government. Since his election to local government in 2000, Shayne has been working to deliver more public open space and improved public domains in Sydney. As a keen cyclist he has been a driving force in Council's new bicycle plan and is a strong advocate for increased cycling activity in the City of Sydney. He operates a public relations and government affairs business from offices in William Street and lives in Potts Point.

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smallard@cityofsydney.nsw.gov.au
www.shaynemallard.com

**Councillor
Tony Pooley**

Tony Pooley is the former Mayor of South Sydney, and is keen to continue his interest in local government in the City. Tony is a long term Redfern resident where he lives with his partner Joanna and daughter Beth. He is passionate about Council's role in providing recreational facilities and community services to residents, particularly for people with disabilities, children and senior citizens, and would like to see Council's role in these areas expanded. He is keen to ensure that all residents, particularly those in the former South Sydney area benefit from the extensive resources that the City of Sydney enjoys.

Ph 02 9265 9427
tpooley@cityofsydney.
nsw.gov.au



Terms of appointment:
All councillors and the Lord Mayor were elected to the new City of Sydney in September 2004 and their term ends September 2008.

FROM THE CHIEF EXECUTIVE OFFICER

Welcome to the City of Sydney's 2005/06 Annual Report. The purpose of this report is to tell you – the residents, business-owners and visitors to this great city – about the work that the City has been doing to make Sydney an even more beautiful, more prosperous and more inclusive city.

This is my first year as CEO, a position in which I acted for some time before taking up the title officially in early August 2006. In my early professional life, before I came to local government, I had forged a career in dramatic arts and the theatre. The word 'theatre' comes from the Greeks. It means 'the seeing place', the place people come to see the truth about life and their society. In a way, it was the perfect preparation for this job, one that is extremely challenging but also extremely rewarding.

I am pleased to report that during 2005/06 the City continued its proud record of strong financial performance, recording a very sound surplus. Due to careful planning by the City's officers, we can achieve this and yet at the same time continue to provide a full range of services and a massive program of capital works. These programs make the City of Sydney unique in Australia and underline the fact that Sydney is truly Australia's one global city, the driver of the nation's economy.

Our key capital works achievements during the year included:

- A \$24.6 million upgrade of Oxford Street to improve its physical appearance and restore the street's appeal completed in March 2006, in time for the Mardi Gras.
- The Redfern Park Masterplan and Plan of Management endorsed by the City.
- The successful \$9 million development of new Harmony Park in Surry Hills, the first new park in the inner city for decades.
- Community consultation completed and concept design prepared for the Walter Read Reserve \$5.75 million enhancement.
- The \$13 million extension to the Glebe Foreshore Walk underway.
- A draft document was completed for Hyde Park Plan of Management and Masterplan, to provide a long term vision for the park.
- Considerable work was conducted throughout the year on the development of the Carlton and United Brewery site in relation to the revision of planning controls for public input. In June 2006, the site was unfortunately taken over by the Department of Planning, who will now manage the process to finalise Draft Planning Controls.

With the world's focus now squarely upon the urgent problem of global warming, the City of Sydney took a leadership role in responsibly and cooperatively managing impacts on the natural environment and maintaining infrastructure to ensure long-term sustainability of natural resources.

During the year, the City purchased ten per cent of its electricity from renewable wind energy for its entire street lighting and property portfolio. Green Power does not produce greenhouse gas, which saved the City approximately 3,500 tonnes of harmful CO₂ emissions.

The environmental impact of the City's vehicle fleet has been significantly reduced by using biodiesel and recycled oil in trucks, developing an incentive program for staff to choose fuel efficient vehicles, downsizing the fleet, choosing smaller vehicles, and offsetting emissions through tree planting and renewable energy programs.

In May 2006, the City completed its Water Savings Action Plan which has identified many measures which are being implemented to save an estimated 72 million litres per year. A water reduction program was implemented across the City's aquatic facilities with flow restrictors, timed push button showers, waterless urinals and dual flush toilets installed.

During 2005/06, the City undertook a Childcare Needs Assessment Study to identify needs for childcare up to five years of age. Since then, five new childcare centres have opened, resulting in an increase of 259 places.

The City of Sydney is an open, transparent and accountable organisation, providing sound governance and fair, compassionate and prudent leadership based on the principles of trust, ethical conduct, inclusion and participation.

A City vision was set out in the Council's Strategic Plan, with priorities fully funded and an expanded capital works program to accelerate completion of vital projects. Strategies for Local Action Plans, developed in partnership with City communities and building on existing work, have helped deliver on our City of Villages vision.

Research and engagement was undertaken throughout the year as part of the long term strategic vision for the City. Local Action Plans were developed to translate the strategic to a local level, with the first stage of extensive community consultation complete, and with Draft Plans prepared and progressively being released for comment in the first half of 2006/07.

The City of Sydney was, as it always is, the major organiser of the 2006 New Years Eve events and fireworks on Sydney Harbour. And this year the symbol that was revealed at the centre of the Harbour Bridge was a bright red beating heart. I found this a great and moving image. Not only because a city's best qualities are simple human goodwill and compassion, but because at the end of the day it is the spirit of the people who live in Sydney that really makes this great global city tick. The people are the heartbeat of the City. It is a great honour to be working for those people in my job at the City of Sydney.



Monica Barone
Chief Executive Officer

ORGANISATIONAL STRUCTURE

As at 30 June 2006

Lord Mayor and Council

Chief Executive Officer

Office of the CEO

- Councillor support

Director Legal Services	Director Communications	Director Corporate Services	Director Services	Director City Projects	Director City Planning	Director Planning & Project Development	Director City Operations	Director Community Living
<ul style="list-style-type: none">• Legal Services• Secretariat• Properties	<ul style="list-style-type: none">• Marketing• Community relations• Publishing services• Media relations• Internal communications	<ul style="list-style-type: none">• Finance• Information management• Risk management• Internal audit• Parking services• Asset strategy & systems	<ul style="list-style-type: none">• Service planning & review• Customer service• Public infrastructure management• Environmental & waste services• Roads & streetscapes• Parks, trees & recreation	<ul style="list-style-type: none">• Project management• Design development	<ul style="list-style-type: none">• Development assessments• Health & building• Planning administration & systems• Prosecutions	<ul style="list-style-type: none">• Transport management• Environmental development• Project development• Strategic planning• Economic development	<ul style="list-style-type: none">• Venue management• Cleansing & waste• Civil services• Parks & support services• Security & CCTV• City rangers• Business support	<ul style="list-style-type: none">• Library Services• Community programs & services• Cultural & community affairs• Homelessness



THE DIRECTORS

Monica Barone
Chief Executive Officer

A personal highlight of my year was the City's enhanced grants and sponsorships program, which saw the introduction of new heritage grants, grants for environmental projects and for larger community projects, as well as continuing the cultural and community grants program. This policy has enabled us to help hundreds of community and cultural organisations provide vital programs and services within our local government area. Over the next year I am committed to working with Councillors and staff to develop a vision for Sydney in 2030. This is an exciting project which gives us a clear guide to how our City should look in the next 25 years.

Petar Vladeta
Director Legal Services

There is a small and hard-working legal team that provides or facilitates all the City's legal needs across a wide range of areas from planning advice and appeals, to specialised advice on legislation, drafting and negotiating commercial contracts, construction, intellectual property and administers the 'freedom of information' legislation. Solving some complex old problems, including finalising the Green Square Town Centre draft LEP and securing the legal mechanism for the 'up-zoning' that is the key to providing essential infrastructure in that area was a highlight for 2005/06.

John Barbeler
Director Corporate Services

The Corporate Services division provides finance, property and information management services, is responsible for risk and internal audit functions, as well as managing the City's parking meters, car parks and Customs House facilities. Improving the value-add to our internal customers has been an overall focus for our division and a personal highlight for 2005/06. Key achievements for the past year also include undertaking a financial study of the proposed Green Square Town Centre, development of the Oxford Street revitalisation strategy, implementation of the new technology parking meters and launch of the City's new website.

Alastair Walton
Director Communications

Communications engages the City's residents, stakeholders, visitors and workers to inform them about our services, programs and events. We support the other divisions in their operational roles by providing specialist advice in community consultation, marketing, design, events and media relations. The City has drastically increased its level of community and corporate engagement over the last 12 months using meetings, communication materials, marketing and PR to inform and foster interaction with our diverse and sophisticated audience. Building up the organisational capacity to do this has been my key objective for 2005/06 and an incredibly satisfying part of my year.



Garry Harding
Director City Operations

City Operations are responsible for the City's roads, footpaths, storm water, public lights, street furniture, parks and pools; parking and regulatory enforcement services; venue management; security and emergency management services; street cleaning, waste collection and recycling services; and the management of the City's fleet.

Highlights for 2005/06 included the progress achieved in improving the City's security arrangements and emergency preparedness, the introduction of electronic hand held technology for the City Rangers which improved their efficiency and the ability to process and analyse compliance data, and the conversion from 100% petrodiesel fuel to B50 biodiesel and a significant reduction in the number and size of Council's fleet to support our environmental strategies.

Russell Lloyd
Director City Projects

City Projects is responsible for delivering the City's Capital Works Program. We prepare briefs, engage architects, landscape architects, engineers and other consultants to prepare designs and tender documentation. We provide project management for each item in the program from inception to completion.

The major highlight for my year was completing the \$24 million Oxford Street Upgrade in time for the new Mardi Gras, a team effort which many thought was beyond us six, or even three months out.

Ann Hoban
Acting/Director
Community Living

The Community Living division aims to improve the quality of life of our residents, workers and visitors through management of major and community events, the provision of libraries, child care, programs for youth, older people and indigenous people and services for the disadvantaged in our society. We also support many cultural and community organisations through our substantial Grants and Sponsorships Program.

A high point of my year in 2005/06, was our City demonstrating its best side when it embraced the goodwill and compassion symbolised by the Heart image on the Sydney Harbour Bridge for New Year's Eve last year.

Victor Franco
Director Services

The Services Division manages service quality and performance for all Council services, and our customer service department. We also manage all internal and external service providers for our public domain services, including parks, trees, roads, waste management and the City's aquatic centres.

Highlights include completing a review of business performance across the organisation, establishing performance indicators and service level agreements for each service and business unit. Our extensive customer service improvement program has included replacing our switchboard with a 24/7 call centre and new CRM system. We commenced revitalising neglected inner city streets through extensive tree and garden planting, lighting and signage upgrades, and a greatly expanded road and footpath improvement program.



1// QUALITY URBAN ENVIRONMENT

**improved
13%**

Average
Development
Application (DA)
approval times
(days)

**improved
37%**

Age of
pending DAs

2,700

Number
of DAs
lodged



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

Highlights for the year

In January, extensive community consultation commenced on one of the City's biggest ever planning projects, the City Plan. Urban design studies were undertaken across the City to review planning provisions and gather public feedback to develop core planning controls for the amalgamated City.

Numerous Development Control Plans supporting the City Plan were completed, including those relating to Child Care Centres, Contaminated Land, Backpacker Accommodation, Access for Persons with Disabilities, Adult Entertainment and Sex Service Premises.

Throughout the year, there were over 50,815 visits to the online development information at www.cityofsydney.nsw.gov.au. This was a dramatic increase from last year and was due to a much greater amount of development information being made available online, making exhibited applications far more accessible for community input.

The newly-created Compliance Unit concluded 99 court prosecutions for illegal activity and non-compliance, and responded to 985 building and development complaints between January and June 2006.

Update on priority projects

The Green Square Town Centre Draft Local Environmental Plan (LEP) was adopted as a driver for the renewal and revitalisation of the Green Square area, guiding how private development will occur, and providing for the planning and infrastructure mechanisms intended to attract investment to build the retail and commercial heart of Green Square.

A draft of the new guidelines for Public Domain work by private contractors, covering paving design and technical details such as lighting, was completed for submission to Council.

Challenges faced

Throughout the year, the City of Sydney undertook significant community consultation in relation to our new City Plan. In order to properly access the feedback received it was sometimes necessary to undertake further consultation, which at times contributed to projects taking longer than originally forecast. However the increased consultation contributed to a better overall result.

Considerable work was conducted throughout the year on the development of the Carlton and United Brewery site in relation to the revision of planning controls for public input.



*Pedestrians on the newly
revamped Oxford Street.*

In June 2006, the site was declared State Significant by the NSW Government and as such, the Department of Planning will now manage the process to finalise Draft Planning Controls.

After consultation with the community, the City progressed a number of heritage projects including a review of Weatherboard buildings and the drafting of a single Heritage Development Control Plan, which will form part of the new City Plan.

Throughout the year an ongoing challenge that was faced was balancing the competing interests of internal and external stakeholders, while continuing to follow processes set by policy and legislation, and the implications of this on project timing and delivery.

The Redfern Waterloo Authority's development plans for Redfern were revealed in the release of its draft Built Environment Plan (BEP). The City made a detailed submission recommending a review of the plans, and addressing issues such as the absence of a funded strategy to achieve the necessary infrastructure, transport, building density and heights, and open space to support the increase in incoming population.

The sheer volume of development work in 2005/06 was massive, and the City determined over 3,500 applications, 2,700 of which were new DAs with a value of over \$2.5 billion.

Key achievements

- \$24.6 million upgrade of Oxford Street to improve its physical appearance and restore the street's appeal completed in March 2006, in time for Mardi Gras
- Structure completed on the \$40 million Ian Thorpe Aquatic Centre
- Redfern Park Masterplan and Plan of Management endorsed by the City
- Water Police site Masterplan endorsed by the Council in June for \$26 million development of the site
- Successful \$9 million development of new Harmony Park (Surry Hills) with remediation and landscape upgrade works 80% complete
- Community consultation completed and concept design prepared for the Walter Read Reserve \$5.75 million enhancement
- Lift installed and new Druitt Street entry completed in October 2005 to provide greater access to Town Hall
- Prince Alfred Park and Pool \$8.8 million upgrade underway
- Access hoist installed at Cook+Phillip Park Pool, shade structures and sails were installed at Andrew (Boy) Charlton Pool and a new toddlers' pool and plant room was installed at Victoria Park Pool to improve water quality
- Extended the swimming season at Andrew (Boy) Charlton pool to nine months of the year
- Glebe Foreshore Walk \$12.8 million upgrade underway
- Standard development consent conditions reviewed, including new conditions to prevent overcrowding in new apartment blocks

- Effective coordination of councils in inner Sydney to oppose non-aviation development at Sydney Airport

Looking to the future

The City will prepare a LGA wide draft for Council and State Government endorsement and undertake strategic planning and community consultation for its support.

Development will continue on the City website DA search facility, to enable even greater access to information relating to DAs both current and dated back to November 2004.

The Compliance Unit have identified an intensive program in partnership with Council's Fire Safety Unit, targeting fire safety compliance via Class 4 actions in the Land & Environment Court to ensure compliance with contemporary fire safety standards.

Management arrangements for the new state-of-the-art Ian Thorpe Aquatic Centre are being finalised in anticipation of its opening in early 2007.

The City has pledged to undertake more than 100 individual small and large projects to improve facilities and quality of life across our LGA. The schedule of projects are identified in seven draft plans drawn up as part of the completion of Phase Two of Council's Local Action Plan strategy.

The projects identified in the LAPs are part of a living program of improvements and enhancements. They were prepared after comprehensive feedback received, flowing from an unparalleled program of public consultation which commenced in January.

The extensive community consultation included community forums, household surveys, focus groups, round table trouble shooting, briefings, surveys and one on one discussions. Each draft was then distributed to individual households and posted on the internet for further comment.

The seven key priority projects are;

- Revitalising the village centre of Glebe Point Road (North West Precinct)
- Transforming Harris Street into a true "high street" (City West precinct)
- Creating a lively Oxford Street retail and cultural precinct (City East precinct)
- Enhancing southern Crown Street, from Cleveland Street to Shannon Reserve and the new library and community facilities (Inner East precinct)
- Supporting a thriving King Street Newtown (Inner West precinct)
- A community precinct focussed on Redfern Street, Regent Street, Raglan Street and Redfern Park Precinct, as the heart of the local community (Inner South precinct)
- Pathways and access to improved recreational facilities (City South precinct)

It is envisaged that the Local Area Plans will be finalised by March 2007.

Achievement against Key Performance Indicators

DA Category	04/05 Result	05/06 Target	2005/6 Result	% Change
Number Lodged	2,814		2,700	4% Reduction
Average Time	39 days	36 days	34 days	13% Reduction
Median Time	26 days	27 days	22 days	15% Reduction
Age of Pending Applications	49 days		31 days	37% Reduction

Average Development Application assessment times were significantly below the state Government benchmark and the local government performance in NSW generally.

Key Performance Indicator	04/05 Result	05/06 Target	05/06 Result	Comment
Average assessment time for Development Applications (Government target of 40 days)	39.4 days	40 days	34.8 days	Processing times continue to improve.
Average processing time for construction certificates	12.7 days	14 days	10.6 days	Processing times continue to improve
Average processing time for S68 approvals eg places of entertainment & temporary dwellings	10.7 days	10 days	8.1 days	Processing times continue to improve.
Health inspections completed cumulative against program for:				
• skin penetration premises	81%	90%	60%	Inspection will improve upon filling of existing vacancies. These programs are voluntary. Council undertakes two health inspections per year.
• food premises	73%	90%	65%	
• sex industry premises	96%	90%	60%	
Health inspections completed cumulative against program for:				
• cooling towers	92%	95%	45%	Inspection will improve upon filling of existing vacancies. These programs are voluntary. Council undertakes two health inspections per year. (Cooling tower owners obtain private certification which is submitted to the City)
• beauty salons/ hairdressers	83%	90%	67%	
• public swimming pools	95%	100%	100%	
Number of safety campaigns implemented	2	2	9	Safety campaigns implemented were well above the target of 2.
Number of licensing accord meetings held	10	12	13	Above target of 12 for the year.
Number of clean-up notices	67	65	69	Exceeded target.

2// THE CITY ECONOMY

\$5.7m

Grants in cash and kind donated to the community

\$1m

Collaborative retail marketing program successfully delivered

40%



Increase in traffic to Sydney Shopping website

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

Highlights for the year

Established in April 2006, with the appointment of a manager, the Economic Development Unit provides a dedicated resource to manage the relationship between the City and the economic stakeholders across the wider Local Government Area.

The Communications division plays a vital and significant role in economic development through the marketing, community consultation and media units. The marketing unit manages the Sydney City Marketing program in partnership with the CBD's major retailers and up to June 2006 managed the Business Supports Grant scheme which played an important role in developing business groups in Kings Cross, Darlinghurst and Glebe.

Throughout the year there was significant public consultation regarding the long-term sustainable redevelopment of the Green Square area, with the Draft Local Environmental Plan endorsed by the City. The vision is to transform Green Square into an attractive, vibrant and sustainable urban place, with four key concepts sustaining the vision: diversity, connectivity, interdependency and long term growth.

In 2005 the City presented the second annual Business Awards, celebrating business excellence and achievement throughout the LGA. 8,335 entries were received, an increase of over 40% from 2004, and an acknowledgement of both the quality of businesses and the success of the Awards.

Sydney City Marketing Plan

The City successfully delivered its \$1 million collaborative program with major city retailers, with seasonal campaigns to promote the CBD as a premier retail shopping destination and to increase visitation to the city to shop, dine and be entertained. Marketing campaigns included the distribution of 100,000 copies of a shopping map through hotels and Visitor Information Kiosks. Redevelopment of the Sydney Shopping website saw a traffic increase of 40 per cent within the first month of its launch.

The marketing unit managed the City Street Banner Program, which visually enhances the City streets and promotes awareness about Sydney events, festivals and cultural celebrations. More than 1,570 banners are prominently positioned throughout locations such as George Street, Martin Place, Macquarie Street, Elizabeth Street, Oxford Street, Taylor Square, William Street, Kings Cross and Anzac Parade. The appointment of a new install/dismantle contractor during the year allowed us to establish clear KPIs and contributed to significant revenue increases over the last six months.

Throughout the year, the City's Communications and Marketing team was heavily involved in the promotion of key City events which played a critical destination marketing role for the City and its villages. These events included Christmas in the City, New Year's Eve, Cutting in Youth Fashion Awards, Garden Competition, Redfern/Waterloo Festival, Chinese New Year Festival, Spanish Quarter Street Festival as well as a range of other community festivals.

A four day retail and street festival was held to celebrate the completion of the Oxford Street upgrade, to draw people back to the street, and consumer attention to the diversity of retail, entertainment and hospitality offered on the strip. The festival also promoted the street as a vibrant and vital commercial destination, a precinct of many composite parts and an integral part of Sydney's City of Villages.

Throughout the year, the City worked closely with Sydney government tourist agencies to promote our precincts and precinct-based City events, as well as participating in Tourism NSW seasonal campaigns.

Update on priority projects

A discussion paper on the draft Green Square Mixed Uses Zoning Review was completed and the City is awaiting feedback from the NSW Department of Planning before proceeding with the implementation.

The sub-regional planning process was started as part of the Metropolitan strategy, a proactive engagement with State Government planning.

The Economic Development Unit engaged with local businesses to revitalise shopping precincts, with four information sessions held across the LGA designed to assist precinct-based chamber groups to enhance and promote their local commercial precincts.

Grants and sponsorships

The City developed and implemented 11 programs as part of its comprehensive new Grants and Sponsorships Policy to serve cultural, community and business outcomes, with approximately \$3.3 million in cash donations and \$2.4 million in kind contributed to the community.

This was the first time the City has run specific rounds of grants funding against clearly defined criteria, with the program exceptionally well-received by the successful grants applicants. Four new annual grants programs were implemented in 2005/06, with three more grant programs to be added to cover Heritage, History Publications and Environment.

Challenges faced

Engaging with key stakeholders to develop a robust economic framework for the city was an ongoing challenge faced by the Economic Development Unit, as it involved balancing the sometimes conflicting needs, of many different parties.

The NSW State authorities responsible for economic development and tourism has been criticised by industry and commentators for not being as well resourced as their counterparts in Queensland and Victoria. It is important that the City continue to advocate for increased resources for these sectors, plus a coordinated and partnership approach with both the State and Commonwealth. Both Melbourne and Brisbane have demonstrated the advantages in this approach.

Key achievements

Six meetings were held in 2005/06 to provide our partners with an opportunity to network and information share, as part of our work with precinct-based chamber and business associations on initiatives to promote and enhance the city's individual commercial precincts.

www.cityofsydney.nsw.gov.au

After extensive community consultation and research group feedback, the first phase of the newly designed website was implemented in 2005/06, providing significantly increased access to City information, such as development approvals and other public documentation.

Looking to the future

Work is continuing on our Affordable Housing Strategy, however it is awaiting release of the State Government's strategy, now to be released in late 2006.

Significant preparatory work was undertaken towards the 2007 CBD Floor Space and Zoning Provisions with the draft completed by June 2006. The results of the formal review to determine the use and activities of commercial floor space in the CBD, will be used as economic barometer for the next five years.

Initial findings are complete for the Tourism Enhancement Plan, with research currently underway and further work to be conducted once the Economic Strategy has been drafted.

The City will continue its collaborative work with the precinct-based business groups to encourage the prosperity of our City of Villages, as well as working with our key partners to promote the City's shopping and entertainment qualities and position Sydney as the premier lifestyle destination.

A marketing strategy will be developed in 2006/07 to further promote the City's Banner program, to increase awareness of the program and encourage usage by commercial clients.

Awards won

Digital Governance in Municipalities Worldwide
– Top Five Website





*Adding to the festival spirit,
Primo Italiano Festival,
June 2006*

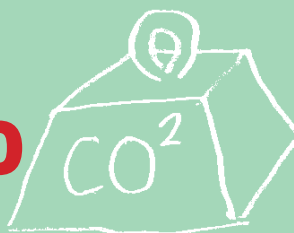
3// ENVIRONMENTAL LEADERSHIP

72 million

Litres of
water saved
each year

3,500

Tonnes of harmful
CO₂ emissions
saved through using
Green Power



10%

Electricity derived
from wind power
generation



The City of Sydney is a leader in responsibly and cooperatively managing impacts on the natural environment and maintaining infrastructure to ensure long-term sustainability to natural resources.

Highlights for the year

In 2005/06 the City purchased 10% of its electricity from renewable wind energy (Green Power) for its entire street lighting and property portfolio. Green Power does not produce greenhouse gas, which saved the City approximately 3,500 tonnes of harmful CO₂ emissions.

The environmental impact of the City's vehicle fleet has been significantly reduced. This has been achieved by using biodiesel and recycled oil in trucks, developing an incentive program for staff to choose fuel efficient vehicles, downsizing the fleet, choosing smaller vehicles, and offsetting emissions through tree planting and renewable energy programs.

In May the City completed its Water Savings Action Plan which has identified many measures which are being implemented to save an estimated 72 million litres per year. A water reduction program was implemented across the City's aquatic facilities with flow restrictors, timed push button showers, waterless urinals and dual flush toilets installed.

Update on priority projects

Environmental Management Plan (EMP)

Significant progress has been made on this strategic document which is to establish the environmental vision, targets and priority actions for the City. A draft plan has been prepared by staff with input from the Institute for Sustainable Futures. Councillors are to be consulted prior to a public exhibition period.

Green Waste Service

To reduce waste sent to landfill and improve recycling, the City has expanded its domestic green waste collection service to the entire LGA. The promotion and provision of services has been successfully implemented and will be continued.

Rainwater Tanks

To achieve significant water savings, the City has continued to install large capacity rainwater tanks to supplement water required for street cleansing and irrigation. Funding was received through the Federal Government Community Water Grants in 2005/06 with tanks installed at Epsom Road and Sydney Park Depots.

Waste recycling and minimisation

Throughout the year, economic incentives were created to encourage recycling and waste minimisation by using volume and frequency as the basis for our domestic waste levies. A variable domestic waste management charge now encourages residents to produce less waste and recycle more by charging for greater volumes or frequencies of waste collection.

Challenges faced

There have been delays in finalising the Environmental Management Plan, progressing CCP Milestones, developing the Sustainability Awards program, and conducting an Australian Building Greenhouse Rating on Town Hall House. This is due to technical complexities and the range of stakeholders involved, requiring further consultation than was originally anticipated. These projects will now be completed within revised timeframes and integrated with the Environmental Management Plan.

Council's buildings are high consumers of energy and we will continue to look at ways of reducing our own greenhouse gas emissions.

Key achievements

- Developed a draft Sustainable Asset Management Policy
- Conducted environmental assessments of some businesses

For the full State of the Environment report, please visit our website www.cityofsydney.nsw.gov.au.

Achievement against Key Performance Indicators

Key Performance Indicator	04/05 Result	05/06 Target	05/06 Result	Comment
Tonnes of recyclable waste collected (in thousands)	3,002	6,256	13,226	Improved performance due to better contract management, and having dedicated recycling facilities in multi-unit developments.
Percentage of domestic waste diverted from land fill.	24%	27%	26%	NSW Government current recommended range for diversion from landfill is 19% - 23%
Tonnes of Council's fleet's greenhouse emissions per year	2,746	2,700	2,504	Improved performance by 196 tonnes against 2005/06 target.
Square metres of graffiti removed and number of instances	91,019m ² 210,405 incidents	90,000m ²	98,432m ² 233,954 incidents	Increased graffiti removal resulting from better contract management and regular spot audits.

Awards won

Sustainable Water Challenge 2006

- Highly Commended, Retrofit Category, Barcom Avenue Park Upgrade – Water Transfer & Bioretention Project: Achievements in advancing sustainable water management in NSW.

Sustainable Water Challenge 2005

- Highly Commended, Landscape Category: Achievements in advancing sustainable water management in NSW.

Looking to the future

A major priority is to consult the public and finalise the City's Environmental Management Plan. This will be a strategic document to guide action on the City environment.

Other priorities are to reduce energy and water consumption within Council's property portfolio, develop water re-use projects, including Hyde Park, increase our usage of renewable energy, and to offset 100% of our fleet emissions.



Beth Buchanan, tends native seedlings at the Rozelle Bay Community Nursery





*Elika (3) at the Redfern Occasional
Childcare Centre*

4// COMMUNITY+ SOCIAL EQUITY

259 

Extra places
at Childcare
centres

64,773

Number of
meals-on-wheels
delivered increased
by almost 3,000
to 64,773

51,700

Calls dealt with by
the Homeless Persons
Information Centre



Sydney is a city of interdependent villages and citywide communities of interest. A city of many cultures and beliefs, it is inclusive, welcoming and celebrates diversity. It is a city that applies innovative and compassionate solutions to complex social problems.

Highlights for the year

After intensive community consultation, Council adopted a comprehensive Social Policy and Plan to address the City's social issues and respond to the needs and aspirations of the people of Sydney.

The Youth Strategy and Action Plan developed in partnership with the City of Sydney Youth Interagency, was also approved in May 2006, providing an overview of the City's youth population, youth services operating in the LGA and an assessment of youth needs and issues.

As a City, Sydney continued to demonstrate its best qualities by embracing the goodwill and compassion symbolised by the Heart image on the Sydney Harbour Bridge for the New Year's Eve celebrations, with the City of Sydney once again a major partner of the Mardi Gras Festival.

The City continued to improve its involvement and promotion of activities that contribute to a sense of community, including village and precinct events such as the Primo Italiano Festival, Art and About, Surry Hills Festival, Danks Street Festival, NAIDOC Week celebrations, Sydney Writers' Festival and big screens for the World Cup Soccer.

As part of the community facilities needs assessment, a Youth & Skate Facilities Needs Study was reported to Council, Aged Services Facility Plan consultants have been selected and an Open Space and Recreation Needs Study is also underway.

Childcare improvements

In May 2005, the City undertook a Childcare Needs Assessment Study to identify needs for childcare up to five years of age. Reported to Council in late 2005, the Study recommended an increase in places, especially for under two year olds.

Since the study commenced, the City has seen a net increase of 259 childcare places, of which 101 (38%) are for children under two. In 2006/07, the Council will investigate a centralised waiting list for childcare to continue to improve the quality of services in the City.

Community participation and support

59 business and community forums were held across the LGA including the City Plan, Green Square and Disability Issues. 15 were held for Local Area Plans, 24 for specific City projects and two for Strategic Planning.

Active City support continued for local businesses and retail organisations, with ongoing liaison with Business Associations and Chamber groups.

Employment programs

Throughout 2005/06, the City continued its extensive work with youth, indigenous and others excluded from the workforce.

The programs conducted during 2005/06 included:

- Drivin' for Employment worked with an average of 12 young people per month.
- Lights Camera Actions Secured employment for more than 48 indigenous people.
- Short Black Films trained young people in camera skills.
- Recruitment website updated with 153 new images and updated candidate profiles.
- The first Aboriginal Men's Art Group exhibition returned sales of \$1,500 and will continue to sell their artworks at events such as the Danks Street Festival.
- Five graduates of the Hospitality Training Course run at Redfern Community Centre have secured work in the industry.
- 15 young women completed a deportment program through Lights Camera Action to assist them to gain work in the fashion industry.
- Jobsearch Course at Joseph Sergeant Youth Centre in partnership with Workventures with an average 13 young people attending.
- Personal Grooming Course running at Redfern in Partnership with TAFE with eight young people enrolled.
- Millers Point Youth Employment Program currently working with 25 young people through mentoring.
- Pyrmont Heritage Boating Program currently has 15 young people enrolled in training and has completed training with 12 mentors.
- Nearly 40 job seekers engaged via Work for the Dole program in a range of activities across the local government area. To date, three job seekers have left the program for employment. Council provided accommodation for six months for this program.

Challenges faced

The main challenge for 2006/07 will be in continuing to work with the greater community to address our collective social problems, such as homelessness.

Reflecting the overall trend in the general community, corporate sponsorship of City events, such as New Year's Eve and other festivals, continues to reduce forcing the City to seek new ways of attracting sponsors.

Key achievements

- Established 75 alcohol-free zones in the City to tackle alcohol-related crime and anti-social behaviour.
- Delivered the 'Creating a Safer Community' project in the Redfern-Waterloo area to improve actual and perceived safety for residents.
- Conducted six safety audits – well above the target of two.
- Delivered three new safety resources, including 'Student Safe' targeting university students, 'When Stopped at The Lights, Lock Up Tight' targeting stealing from cars at intersections in Redfern and Waterloo, and a 'Safety Contacts' fridge magnet sent to 96,000 households.
- Delivered four Biz Safe forums with the NSW Police and NRMA to reduce crime risk in local business in the City.
- Combined with the State Government to provide the Homeless Persons Information Centre service to all of New South Wales with brokerage and outreach services for homeless people.

- Sponsorship from Telstra for a free 1800 phone line to support the Homeless Phone Service.
- Gay, Lesbian, Bisexual and Transgender Project Officer appointed to facilitate regular stakeholder communication.

Looking to the future

Next year, the City will focus on key projects including:

- Finalising an Integrated Community Facilities Plan, following the Aged Care Facilities Study.
- Undertaking a range of Safe City projects.
- Finalising a strategy to manage homelessness.
- Develop the City's Library network into significant community planning and information hubs.
- Develop a Cultural Policy and Plan.

Awards won

- The Prime Minister's Award for Excellence in Community Business Partnership for Millers Point Youth and Employment Partnership.
- 2006 Sydney Harbour Week Award – Tourism, for 2005 Sydney New Year's Eve.

Our Libraries

35.4 thousand members
1.3 million items borrowed
0.9 million visitors
67 thousand new items
0.5 million enquiries

Achievement against Key Performance Indicators

Key Performance Indicator	04/05 Result	05/06 Target	05/06 Result	Comment
Childcare centre places allocated against number available	100%	100%	97%	Reduced numbers at Redfern Occasional Care due to temporary premises for May and June.
Number of calls dealt with by the Homeless Persons Information Centre	46,840	n/a	51,700	Increase of almost 5,000 calls on previous year. May indicate increase in incidence of homelessness or may reflect increased calls. Analysis of trend currently being undertaken.
Homeless brokerage program clients exited to stable medium or long term accommodation	81%	75%	84%	No change in trend. Consistently above target of 75%
Outreach clients finding accommodation (long and short term) under the City Street Program Service	37%	40%	n/a	The City Street Outreach Service closed down in December 2005 and the new joint funded City and DOH service opened in late January 2006. At 30 June, was still within the establishment phase, with a new data tool being piloted. No contact or client data provided until May. 2 months data indicates adequate outreach response.
Number of Meals on Wheels delivered	61,668	60,000	64,773	There has been an increase in referrals to the service and this is indicated by almost 3,000 more meals delivered compared with 2004/05.
Number of bookings through Community Bus Scheme	435	500	640	Use of the buses has increased and exceeded target significantly.

5//TRANSPORT + ACCESSIBILITY



39,000km

Distance covered by participants in the Cycling in the City program.

400+

Cycle parking rings



434

Enquiries processed by the Sydney Traffic Committee





*Alan Cadogan, author of the City's
Cycle Strategy takes advantage of one of
the City's 400 cycle parking rings.*

Our goal is to provide transport and links that are accessible and integrated, contributing to a thriving economy and an improved environment.

Highlights for the year

Integrated Transport Strategy

Development continued in partnership with the State government on our integrated transport strategy, which seeks to deliver improved transport connections and links to provide greater capacity, efficiency and amenity, with a draft Strategy placed on public exhibition to be finalised in 2006/07.

Work was undertaken with State Government agencies to review bus routes in the City South precinct around Green Square, and bus corridors to and from the CBD.

Castlereagh Street Light rail extension

Transport, engineering and financial experts were commissioned to update previous studies into the feasibility of extending the light rail network along Castlereagh Street between Central and Circular Quay. The results were promoted publicly and provided to the State government.

Bicycle Strategy

During 2005/06 a comprehensive draft bicycle strategy was developed and included reviewing plans prepared by the former Sydney, South Sydney and Leichhardt Councils, and integrating these existing routes with RTA and regional bike routes.

The draft strategy defines a coordinated network to connect the City's villages and a master plan provides the framework for a broad range of actions to be delivered over the next ten years.

The strategy sets out the City's commitment to improving cycling access over the next 10 years and builds on the success of its recent street upgrades and initiatives to encourage greater cycling participation.

Plans include interconnecting each of the City's villages with a sustainable bicycle network, managing the City's streets to increase safety for cycling and delivering a series of social programs to provide the public with information about cycling.

Through these plans, Sydney will be able to realise the benefits that other great, global cities have experienced, from reduced pollution and traffic congestion to health, financial and social advantages.

The City of Sydney is grateful to groups including Bicycle NSW, BIKEast and BikeSydney for their involvement in developing this strategy.

City-Wide Pedestrian Plan

In July 2005, the City participated in awareness campaigns with North Sydney and Willoughby Councils to reduce the number of pedestrians injured on Sydney streets. Established five years ago and initially focussed on city workers, the campaign was extended in 2005/06 to involve our senior citizens. More "look left" and "look right" stencils were painted at crossings, reusable bags with reflective safety stripes were handed out and street performers were also engaged to raise awareness of pedestrian safety.

Initial work has commenced on the City-wide Pedestrian Plan and will be completed within the context (and comprise part) of the Integrated Transport Strategy, as well as Sydney 2030 – a vision for how our city will look in the next 25 years.

Cross City Tunnel Monitoring

The City monitored selected streets in the vicinity of the Cross City Tunnel to identify any adverse impact on streets near the entrances to the tunnel once it opened to traffic in August.

Reduced traffic congestion is required to achieve the Cross City Tunnel benefits and the City has called upon the Cross City Tunnel Parliamentary Inquiry for disclosure of public contracts, better consultation and a single state traffic and transport planning authority to guide future infrastructure decisions.

Challenges faced

Surveys identified traffic and parking issues as a key source of concern for City residents and also resulted in a large number of customer enquiries and requests to Councillors and staff.

Over the year we dealt with a large number of issues, with the Sydney Traffic Committee processing more than 434 traffic, parking and transport requests. This demanding workload was made worse by issues arising from dissatisfaction with State government decisions on the Cross City Tunnel.

A number of workshops were held to update parking controls for new developments, with a review of the Development Controls Plan linking parking levels with transport access. Further workshops and internal consultation will complete the Report for Council in 2007.

A review identified new taxi rank locations for the CBD and meetings were held with the Roads and Traffic Authority (RTA) and other stakeholders.

Council is continuing to develop relationships with State and Federal governments to develop a coordinated and sustained approach to meeting our city's transport requirements.

Key achievements

- Commenced the review of the Redfern East and Redfern West Local Area Traffic Management Schemes with the local community.
- Continued to install kerb ramps at pedestrian crossing points and Braille street nameplates at CBD traffic signal locations.
- Feasibility studies demonstrated the viability of Light Rail.
- Prepared and implemented traffic management plans to manage pedestrian, transport and traffic access during special events such as New Year's Eve celebrations and the Anzac Day March.

Looking to the future

Major activities to be undertaken include:

- Integrated Transport Strategy – Finalise the Strategy with input from Councillors and the community and seek to engage state government transport agencies.
- Bicycle Plan – Develop an implementation strategy after Bicycle Plan is adopted by Council.
- Local Area Traffic Management – Finalise the Redfern East and Redfern West schemes and prepare new traffic plans for Glebe and also the City East.
- Taxi facilities – Improve setdown and pickup opportunities in the CBD and Kings Cross.

*We continue to install
kerb ramps and Braille
nameplates -improving
access for all*

6// PUBLIC DOMAIN+ FACILITIES

1,150



Tree canopy coverage:
target = 500
actual planted = 1,150

262



Number of community
events held at
Sydney Town Hall

254%

Repair or renewal
of roads exceeded
the annual target
by 254%





Skateboarders show off their skills at the Waterloo Skate Park

The City of Sydney provides attractive quality public domains and facilities. They are efficient, well maintained, clean, accessible and safe.

Highlights for the year

Service standards were developed as part of the assessment of management framework and plans for key City Assets, with the Sustainable Asset Management Policy to be submitted to Council in August 2006.

The Significant Tree Register was adopted by Council and completed by December 2005 and includes 1,931 trees across the LGA that are considered significant.

Annual delivery of capital works projects increased from \$45 million in 04/05 to \$90 million in 05/06, an increase in productivity of 100%.

The new strategy for CBD streetscape upgrades included small works in York Street, Elizabeth Street, Liverpool Street, with minimal disruption to the City's pedestrian and vehicular traffic.

Update on priority projects

A draft Hyde Park Plan of Management and Masterplan, was prepared to provide a long term vision for Hyde Park strategies for tree management, event management, conservation and capital work upgrades.

Work on Glebe Point Road's new design was progressed in conjunction with Energy Australia as part of the underground cabling program which reduces the clutter in the streetscape and keeps cables away from the foliage. Development commenced on the rolling maintenance program to complement Capital Works projects with the budget. This fosters a coordinated effort between two separate operational divisions and can save money.

Underground works for the \$20 million Redfern street upgrade have progressed well, with construction work for this major streetscape upgrade to commence in the second half of 2006.

A draft Management Plan for Council Properties was completed detailing an overarching strategy for Council property and including initiatives for individual properties. Condition audits were completed and the facilities management database system is now in operation.

An upgrade of the Centaman booking system was completed, allowing all Council owned venues to operate off a common system and improving customer service efficiency. An analysis of the broader customer and facility requirements of our venues has also commenced.

Challenges faced

The greatest challenge for City Projects in the 2005/06 was the need to develop strategies and resources to address the increased workload and expectations for the successful delivery of our capital works projects. A great deal of effort has been put into addressing resourcing issues for the division over the last 12 months, the result of which is a highly skilled and motivated team of individuals who are committed to delivery successful outcomes for the City over the next 12 months.

Key achievements

- Completion of the Oxford Street upgrade in March 2006 in time for the Mardi Gras, which was followed by the Always Oxford Street festival to encourage business activity in the Oxford Street precinct.
- In consultation with the local community, the City continued development of the design of the multi-million dollar Surry Hills Community Facilities, including leading sustainability initiatives.
- Tree root plate improvement works were completed in Hyde Park, Victoria Park and Alexandria Park, with other parks scoped for works as part of the 2006/07 program.
- The City commenced the Public Domain Landscaping Program to replant and improve garden beds at 340 sites at a value of \$1.5 million, with the aim to provide vibrant colour and texture in all streetscape planted areas.
- New \$600,000 plaza-style skate facility covering 920sqm completed at Waterloo.

Looking to the future

The next year sees a capital works program of \$150 million, which takes the form of approximately 150 projects across parks, streetscape and building upgrades.

A review of the nature of capital works projects, particularly in the Parks team, has meant a greater emphasis on forward planning and bundling projects to improve the efficiency and effectiveness of the design and construction processes, and to shorten delivery timeframes.

Our \$20 million footpath and road upgrade program will continue next year, and the city will lead a revitalisation of neglected inner city streetscapes through accelerated street tree and garden bed planting, lighting and signage upgrades.

Awards won

- IES – Lighting Design: Award of Commendation, Customs House Ground Floor Interior including In-Floor Model.
- IES – Lighting Design: Award of Commendation, Customs House Second Floor Interior.
- AILA NSW – Commendation for Design in Landscape Architecture, Kings Cross Upgrade.
- AIPM – Project Management Achievement Awards: Special Commendation – Construction/Engineering/Aerospace for the Darlinghurst Road Streetscape Upgrade.

streets ahead

40.55 km streets inspected
27 km streets being worked on
5.4 km streets, work completed
5% of streets underwent line marking
199 kerb ramps installed
133 bicycle-friendly gully grates

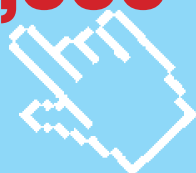
Achievement against Key Performance Indicators

Key Performance Indicator	04/05 Result	05/06 Target	05/06 Result	Comment
Number of advance trees planted		500	780	Exceeded target of 500 for year. An additional 360 trees have been planted in the Southern Area.
Number of library loans in quarter	1,214,946	1,300,000	1,341,209	3% above target.
Annual attendance figures for quarter at City's Aquatic Centres:	858,000	893,000	780,000	For comments see below by each pool.
• Cook & Phillip Park	525,000	550,000	464,000	2 week closure in January due to electrical fire contributed to greatly reduced attendance figures.
• Andrew (Boy) Charlton Pool	123,000	125,000	132,000	Annual target exceeded. Attendance also includes trial season extension of May 2006.
• Prince Alfred Park Pool	47,000	48,000	52,000	Annual target exceeded.
• Victoria Park	163,000	170,000	132,000	Extended closure for upgrade works meant reduced attendance.
Attendances at Recreation and Activity Centres	355,000	368,000	392,379	Exceeded attendance target as all Centres have new programs, sport competitions & bookings system.
Number of bookings of Council's parks and open spaces	3,489	3,500	3,819	Exceeded target.
Number of community, civic and council events held in the Sydney Town Hall	240	250	262	Exceeded target.
Number of commercial events held in the Sydney Town Hall	185	200	311	Exceeded target.
Number of bookings of Community Venues	2523	2,600	3,269	Hiring at unmanned Centres has exceeded target by 26%
Amount of roads and footpaths repaired or renewed:				
• roads		55,000 m ²	139,381 m ²	Exceeded target
• footpaths		33,000 m ²	37,420 m ²	Exceeded target

7// LEADERSHIP+ GOVERNANCE

2,629,000

Hits on the
City of Sydney
website



\$1.5m

Spent on
organisation-wide
professional
development
training



78,186

Number of calls
answered by the
Phone Response
Centre

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

Highlights for the year

Leadership

A City vision was set out in the Council's Strategic Plan, with priorities fully funded and an expanded capital works program to accelerate completion of vital projects. Strategies for Local Action Plans, developed in partnership with City communities and building on existing work, have helped deliver on our City of Villages vision.

Research and engagement was undertaken throughout the year as part of the long term strategic vision for the City. Local Action Plans were developed to translate the strategic to a local level, with the first stage of extensive community consultation complete, and with Draft Plans prepared and progressively being released for comment in the first half of 2006/07.

Extensive community, business and public consultation was undertaken across the LGA with forums covering the City Plan, Green Square and Disability issues. Additionally, there were 15 forums for Local Area Plans, 24 for specific City projects and large developments, and two for strategic planning.

Four City Talks were conducted throughout the year to stimulate community debate on significant issues such as 'Sustainable Cities', 'Public Transport – Why are we Waiting?', 'Green is the New Black' and 'What Makes Cities Great'.

Access to Information

Since its implementation in February 2006, the Phone Response Centre has greatly improved the timeliness and quality responses to resident and business inquiries, with more than 78,186 calls answered.

Replacing the switchboard, the establishment of this centralised call centre means that Council services can be accessed via a single phone number, twenty four hours a day, seven days a week. This, along with the introduction of a Customer Request Management system, has taken first call resolution from 5% to 50%, as well as significantly improving our handling of community requests.

A significant increase in the level of community and corporate engagement was achieved through communications strategies designed to facilitate involvement and contribution.

Seven issues of City News were produced in 2005/06, and circulated to 110,000 residents and businesses, with 300,000 copies of a special Christmas edition distributed through the Daily Telegraph.

www.cityofsydney.nsw.gov.au

The re-designed website at www.cityofsydney.nsw.gov.au was implemented to allow for more easy access to City information.

The site showcases new online feedback areas, allowing residents to report graffiti, lost rubbish bins, or illegal dumping, or to book a venue such as Town Hall.

Management and Administration

As part of the management structure, new divisions were implemented in June 2005, to improve to improve performance, increase efficiency and create better reporting lines, and a long term Financial Plan was prepared for Corporate Plan purposes and to guide prudent management of City resources.

A new staff performance feedback system was implemented in July 2005, with annual reviews completed. The City's ongoing commitment to professional development contributed to with \$1.4 million expenditure on IT software for 2005/06.

Electronic document and records management system was introduced across the Council and TRIM database used to ensure ongoing accuracy and access to records.

The first four phases of the six phase implementation program for the Risk Management Plan have been completed, to ensure business continuity is protected.

Leading employment practices such as EEO, OH&S and working conditions continue.

International Role and Civic Responsibilities

City of Sydney continued to enjoy strong relationships with our six Sister Cities; Nagoya, Japan; Guangzhou, China; Wellington, New Zealand; Portsmouth, England; Florence, Italy; San Francisco, USA.

A highlight of 2005/06 was the 25th Anniversary of our relationship with Nagoya, Japan when the City welcomed an official delegation from the City of Nagoya and a delegation of 50 Nagoya citizens.

Assessments have been made as part of divisional responsibilities and ongoing reviews of strategic local, nationally and international relationships are underway.

Effective and Efficient Service Delivery

The new Service division was established to provide a dedicated resource to target efficient and effective service.

A new Neighbourhood Service Centre in Erskineville opened in December 2005.

Throughout 2005/06, Service Level Agreements and performance indicators for all Council services and functions were introduced to monitor and improve the overall quality of our services, with 99 signed by 30 June 2006.

An annual Community Satisfaction Survey was introduced with the final report being made available to the public via the website.

Challenges faced

The level of Lost Time Injuries remained stable in 2005/06 with 11, two were motor vehicle accident journey claims in which the City was unable to influence any control.

These accidents also incurred 80% (183 of 231 days) of time lost due to injury. The remaining incidents were investigated and analysed resulting in new safe work method statements, re-training of staff, review of the OHS management system and improved audit schedules.

Communication with our city stakeholders can be complex and unpredictable due to factors ranging from the high proportion of multi-person households, to transient visitors and the media-savvy nature of many residents. Consequently we have devised broader media and communication strategies that utilise the internet, podcasting, community radio stations such as FBI, and street press, to effectively engage our wider audience.

Key achievements

- Implemented the bi-annual Performance Feedback System for all staff
- Reform of Freedom of Information (FOI) inquiry has reduced FOI applications by 85% and resulted in around 1500 requests instead being processed free of charge through Section 12 of the Local Government Act.
- The professional development program was reviewed and recommended changes implemented resulting in a new training administration system and revised Higher Education Policy

Throughout 2005/06, there was a major Council-wide emphasis on the implementation of our extensive and wide-ranging professional development program. Representing an investment of more than \$1.5 million, the program included;

- A higher education assistance program
- Continuation of the frontline management program for team leaders and level 4 managers
- Terrorism awareness and personal safety training delivered to customer service and regulatory staff
- Certificate IV Regulatory Services training for our Rangers
- Successful health promotion / awareness programs for all staff that have assisted in maintaining days lost to sick leave at 7.65 days per employee
- OHS training for staff that included focus groups to improve community consultation, accident investigation training, document management system training, contractor safety, defensive driving, needle-stick management and hazardous substances.

Achievement against Key Performance Indicators

Key Performance Indicator	04/05 Result	05/06 Target	05/06 Result	Comment
Number of web hits on Council's website in the last 12 months	2,239,000	2,500,000	2,629,000	Visitors to the website continue to increase
Total staff establishment number at end of quarter	1,591	1,635	1,633	On target





A break in staff training.

*The city invested \$1.5 million
on professional development and
training, to ensure we deliver
quality services to the community*

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