

Statutory Returns and Financial Statements

2010/11

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		The City of Sydney State of the Environment Report is published as a separate document, which is available to view at the City's website: www.cityofsydney.nsw.gov.au	

2010/11

From the Lord Mayor

We want Sydneysiders involved in shaping our city's future, and this belief informed every step of our unprecedented *Sustainable Sydney 2030* community consultations. The result was an extraordinary consensus around what needs to be done.

We consulted, we researched, we committed and now we are delivering. Our 2030 program is creating a green, global and connected city that holds its own alongside other great cities including London, Paris, Shanghai and New York.

With partnerships and leadership, we're ensuring Australia's biggest city is the best place to live, work and visit. We're committed to protecting the environment, and we're making excellent progress.

Like all global cities, we face the challenge of how to accommodate our growing population while maintaining economic vitality, community health and wellbeing, and combating climate change.

We are working through this challenge by making the City's buildings more water and energy efficient, offering free workshops for people who want to live more sustainably, and working with small and large businesses to reduce their environmental impact. Together we can transform Sydney into one of the world's leading low-carbon cities.

We continue to build Sydney's cycleway network to give the growing number of bike riders a safe and convenient means of getting to work. This will free-up seats on public transport and reduce traffic congestion for those who need to drive.

We launched our *StreetShare* campaign to encourage pedestrians, bike riders and motorists to share roads and paths safely and courteously.

We started improvements to public spaces in Chinatown and completed upgrades of Pitt Street Mall, the beautiful Rushcutters Bay Park and Prince Alfred Park.

We asked, and people told us, what they wanted from Sydney at night. This helped us develop our Late Night Policy to improve Sydney's image as a night-time destination, and we will continue to work with you on this.

We remain committed to supporting important cultural events including the Sydney Festival and the Sydney Film Festival which significantly benefit the local economy. We also produced internationally-renowned events including Sydney New Year's Eve, Chinese New Year Festival, and the Art & About Festival.

We provided \$9.6 million in cash and in-kind for grants and sponsorships, and offered support to businesses, community services, cultural projects, heritage projects and community celebrations and events.

Sydney continues to be an exciting place to live, work and visit. We will continue to make Sydney the city we all want.



Clover Moore MP
Lord Mayor of Sydney

From the CEO

The City of Sydney is in a strong position financially. At the end of the 2010–11 financial year, the City's annual income was more than \$500 million, with an operating surplus of more than \$110 million. Our net assets were valued at more than \$6.6 billion, an increase of \$2.3 billion on last year, largely because of a significant revaluation of the City's community land assets.

In June 2011 the City published its long term financial plan for the next 10 years. This demonstrates the City's financial capacity to continue to provide quality services to the community while maintaining essential infrastructure, and delivering new facilities for Sydney residents, businesses, visitors and tourists.

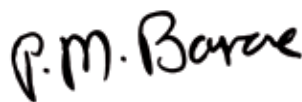
The financial plan also sets aside money for planned new projects – including an extra \$180 million for City Centre Transformation and funding for the Green Square Town Centre, and Green Infrastructure and Renewable Energy – to achieve the goals identified in the *Sustainable Sydney 2030 Community Strategic Plan*.

Our employees are central to achieving our *Sustainable Sydney 2030* goals and providing high quality community services that offer best value for money. Our people are also the custodians of public trust and confidence. We are committed to building a high-performing organisation with a culture of collaboration, courage, integrity, innovation, quality and respect, capable of fulfilling our purpose – to lead, govern and serve.

This year the City has defined its organisational values and the behaviours that express and support these values. In doing so, the City is aiming to provide greater clarity for managers and staff and make the City an even better place to work.

We also drafted our first Workforce Strategy and increased our investment in learning and development for staff and managers.

I look forward to further consolidation and advancements in 2011–12.



Monica Barone
Chief Executive Officer

Local Government Act

Local Government Act 1993

– S.428 (2)

Financial Statements – S.428 (2)

The City of Sydney's audited financial reports for the 2010/11 financial year is presented from page 76 (see General Purpose Financial Statements and Special Purpose Financial Statements).

Performance of Principal Activities – S.428 (2) (b)

An assessment of Council's performance for the year 2010/11 is presented on page 154 (see the four year Corporate Plan 2011–14).

State of the Environment Report – S.428 (2) (c)

The City of Sydney State of the Environment Report is published as a separate document, which is available to view at the City's website: www.cityofsydney.nsw.gov.au

Condition of Public Works – S428 (2) (d)

The City of Sydney property portfolio has an estimated reproduction value of \$2.74 billion. It includes properties that support the City's business operations and community services as well as commercial properties that provide an opportunity for investment revenue.

The portfolio includes significant heritage buildings such as the Sydney Town Hall and notable buildings such as 343 George Street. A portion of the portfolio is managed under head lease arrangements, including the Queen Victoria Building and Capitol Theatre. The head leased Recital Hall in Angel Place is operated under a comprehensive management contract. The remainder of the estate, including the leased Customs House at Circular Quay, is directly managed by the City.

The following table lists the City's property portfolio, along with reproduction values and assessed current condition for each asset.

Property	Address	Reproduction Value \$	Condition Description
101–111 Williams Street – Commercial	101–111 William Street DARLINGHURST NSW 2010	7,332,570	Average
107 Redfern Street	107 Redfern Street REDFERN NSW 2016	2,183,499	Average
113–115 Williams Street – Commercial	113–115 William Street DARLINGHURST NSW 2010	2,055,357	Poor
1–5 Flinders Street	1–5 Flinders Street SURRY HILLS 2010	3,329,658	Average
17A Albert Street	17A Albert Street ERSKINEVILLE 2043	33,561	Poor
184 Glebe Point Road	184 Glebe Point Road GLEBE NSW 2037	613,251	Average
277–279 Bourke Street	277–279 Bourke Street DARLINGHURST 2010	1,250,000	Average
303–307 Riley Street Surry Hills	303–307 Riley Street SURRY HILLS 2010	639,693	Poor
309 Pitt Street – Strata Units	309–313 Pitt Street SYDNEY NSW 2000	96,900	Good
343 George Street	343 George Street SYDNEY NSW 2000	128,498,000	Good
46–52 Mountain Street – Commercial	46–52 Mountain Street ULTIMO NSW 2007	34,068,483	Good
50 Glebe Street	50 Glebe Street GLEBE 2037	48,816	Very Poor
90 Regent Street	90 Regent Street Redfern NSW 2016	819,702	Poor
Abraham Mott Centre	2 Watson Road MILLERS POINT NSW 2000	861,399	Average
Abraham Mott Hall	2 Watson Road MILLERS POINT NSW 2000	850,212	Average
Alexandria Aged Health Centre	12A Dudley Street ALEXANDRIA NSW 2015	461,718	Average
Alexandria Child Care Centre	41 Henderson Road EVELEIGH NSW 2015	1,454,310	Good
Alexandria Park Tennis Courts	10 Buckland Street ALEXANDRIA NSW 2015	219,417	Average
Alexandria Town Hall	73 Garden Street ALEXANDRIA NSW 2015	6,593,211	Average
Andrew 'Boy' Charlton Pool	1C Mrs MacQuarie's Road SYDNEY NSW 2000	17,072,379	Average
Annex – Kellett Place	66–68 Kellett Street POTTS POINT 2011	106,785	Poor
Beaconsfield Community Centre	169 Victoria Street BEACONSFIELD NSW 2015	361,035	Average
Bellevue Cottage	Blackwattle Bay Park 55 Leichhardt Street GLEBE 2037	1,426,851	Good
Benledi House	186–194 Glebe Point Road GLEBE NSW 2037	959,540	Average
Booler Community Centre	25–27 Lambert Street CAMPERDOWN NSW 2050	267,471	Average
Broughton Street Kindergarten	80 Broughton Street GLEBE NSW 2037	409,851	Average

property portfolio

Property	Address	Reproduction Value \$	Condition Description
Bullecourt Lift (adjacent to Ian Thorpe Aquatic Centre)	460–492 Harris Street ULTIMO NSW 2007	220,589	Excellent
Bus Shelter Hyde Park	110 Elizabeth Street SYDNEY NSW 2000	262,386	Poor
Cafe – Martin Place	2003 Martin Place SYDNEY 2000	247,639	Average
Café (Hyde Park South)	120 Elizabeth Street SYDNEY NSW 2000	353,916	Average
Capitol Square (Watkins Terrace)	730–742 George Street HAYMARKET NSW 2000	46,308,800	Average
Capitol Theatre	3–21 Campbell Street HAYMARKET NSW 2000	58,709,376	Good
CARES Facility – Sydney Park	410–416 Sydney Park Road ALEXANDRIA NSW 2015	362,052	Good
Chifley Square Cafe	1 Chifley Square SYDNEY NSW 2000	806,481	Average
City Recital Hall	1 Angel Place SYDNEY NSW 2000	6,975,603	Good
Cliff Noble Activity Centre	24 Suttor Street ALEXANDRIA NSW 2015	747,495	Average
Club Room – Jubilee Park	2 Federal Road GLEBE 2037	90,513	Poor
Community Space (Heritage Strata Unit) 70B William Street	Basement B1 70B William Street WOOLLOOMOOLOO 2011	73,224	Good
Cook and Phillip Park Aquatic and Leisure Centre	2 College Street SYDNEY NSW 2000	67,593,888	Good
Coronation Hotel	5–7 Park Street SYDNEY NSW 2000	4,324,284	Good
Coronation Recreation Centre and Tennis Courts	1003 Chalmers Street SURRY HILLS NSW 2010	466,803	Poor
Corporation Building	181–187 Hay Street HAYMARKET NSW 2000	4,181,904	Average
Customs House	31 Alfred Street SYDNEY NSW 2000	98,661,204	Good
Depot – 10a Wattle Street	10A Wattle Street PYRMONT NSW 2009	766,818	Average
Depot – Alexandria Gerard Street	36 Gerard Street ALEXANDRIA NSW 2015	756,648	Average
Depot – Arthur McElhone Reserve	1A Billyard Avenue ELIZABETH BAY NSW 2010	87,462	Average
Depot – Bay Street	10–16 Bay Street ULTIMO NSW 2007	20,950,200	Poor
Depot – Bourke Street (Plunkett Street)	75 Bourke Street WOOLLOOMOOLOO NSW 2011	3,200,499	Poor
Depot – Burrows Road Recycling	25–29 Burrows Road ST PETERS 2044	114,921	Average
Depot – Cumberland Street	9 Cumberland Street THE ROCKS NSW 2000	183,060	Average
Depot – Dunning Avenue	115–151 Dunning Avenue ROSEBERY	19,679,967	Average
Depot – Epsom Road	94–104 Epsom Road ZETLAND NSW 2016	15,797,061	Average
Depot – Fig and Wattle Street	14–26 Wattle Street PYRMONT NSW 2009	4,452,690	Poor
Depot – Longdown Street	25–27 O'Connell Street NEWTOWN NSW 2041	261,369	Average
Depot – Nursery	38 Barwon Park Road ALEXANDRIA NSW 2015	2,564,874	Average
Depot – Redfern (Marion Street)	11 Gibbons Street REDFERN NSW 2016	722,070	Poor
Depot – Riley Street Woolloomooloo	13–17 Riley Street WOOLLOOMOOLOO NSW 2010	931,572	Average
Depot – Stoneyard	171–203 Euston Road ALEXANDRIA NSW 2014	2,269,944	Average

Property	Address	Reproduction Value \$	Condition Description
Depot, Mower Workshop	11 Gibbons Street REDFERN NSW 2016	374,256	Very Poor
Depot, Prince Alfred Park	1003 Chalmers Street opp Belvoir St (Prince Alfred Park) SURRY HILLS	291,879	Very Poor
Depot, Recycling	25 to 29 Burrows Road ST PETERS	142,380	Average
Doody Street Industrial Complex	4 Doody Street ALEXANDRIA NSW 2015	4,047,660	Average
Erskineville Arts Centre	1A Clara Street ERSKINEVILLE NSW 2043	366,120	Average
Erskineville Oval Grandstand	149 Mitchell Road ERSKINEVILLE NSW 2043	1,881,450	Average
Erskineville Retail Holding	106–112 Erskineville Road ERSKINEVILLE NSW 2042	469,854	Poor
Erskineville Town Hall	104 Erskineville Road ERSKINEVILLE NSW 2043	2,810,988	Average
Esme Cahill Building	3 Joynton Avenue ZETLAND 2017	1,797,801	Average
Frances Newton Kindergarten	222 Palmer Street DARLINGHURST NSW 2010	1,033,272	Average
Gibba Park Lift	Gibba Park 2A Point Street PYRMONT 2009	215,604	Average
Glebe Library	186–194 Glebe Point Road GLEBE NSW 2037	5,437,390	Average
Glebe Town Hall	160 St Johns Road GLEBE NSW 2037	10,465,947	Poor
Gordon Ibbett Activity Centre	75–77 Kellick Street WATERLOO NSW 2016	766,818	Average
Goulburn Street Parking Station	101 Goulburn Street HAYMARKET NSW 2000	36,011,970	Average
Grandstand – Jubilee Park	2 Federal Road GLEBE NSW 2037	276,624	Good
Green Park Bandstand	301 Victoria Street DARLINGHURST NSW 2010	567,486	Average
Green Square Community Centre	3 Joynton Avenue ZETLAND NSW 2017	1,797,802	Average
Haymarket Library	744–744B George Street HAYMARKET NSW 1999	6,087,762	Average
Heffron Hall	In Albert Sloss Reserve 225–245 Palmer Street DARLINGHURST 2010	1,887,552	Average
Hilda Booler Child Care Centre	2 Federal Road GLEBE NSW 2037	821,736	Average
Huntley Street Industrial Complex	4 Huntley Street ALEXANDRIA NSW 2015	5,817,240	Average
Ian Thorpe Aquatic Centre	460–492 Harris Street ULTIMO NSW	43,268,265	Excellent
International Grammar School	4–8 Kelly Street ULTIMO NSW 2006	19,799,973	Good
James Cahill Pre-School	1–7 Raglan Street WATERLOO NSW 2016	816,651	Average
Jane Evans Day Centre	8–10 Victoria Street NEWTOWN NSW 2041	796,311	Average
John J Carroll Pre-School	2–14 Phelps Street SURRY HILLS NSW 2009	666,135	Average
Joseph Sargeant Community Centre	60 Prospect Street ERSKINEVILLE 2043	907,164	Average
Juanita Nielsen Community Centre	31 Nicholson Street WOOLLOOMOOLOO NSW 2011	4,778,883	Average
Kent Street Tennis Centre	96–108 Kent Street MILLERS POINT NSW 1999	156,618	Average
King George V Recreation Centre	15 Cumberland Street THE ROCKS NSW 2000	6,519,987	Good
King Street Retail Holding – Harry Burland Hall	218–222 King Street NEWTOWN NSW 2042	2,168,244	Average

Property	Address	Reproduction Value \$	Condition Description
Kings Cross Car Park	9A Elizabeth Bay Road ELIZABETH BAY NSW 2011	22,180,770	Poor
Kings Cross Neighbourhood Service Centre and Library	50–52 Darlinghurst Road POTTS POINT NSW 2011	10,571,715	Average
Kings Cross Police Station	1 Elizabeth Bay Road ELIZABETH BAY NSW 2011	4,624,299	Average
Kiosk and Exiloo Joynton Park	21 Gadigal Avenue ZETLAND NSW 2017	103,734	Good
Lance Pre-School and Child Care Centre	37 High Street MILLERS POINT NSW 2000	1,200,060	Average
Library Link and Customer Service – Green Square	100 Joynton Avenue ZETLAND 2017	2,000,000	Good
Lois Barker Child Care Centre	232 Pitt Street WATERLOO NSW 2017	843,093	Average
Manning Building	447 Pitt Street HAYMARKET NSW 2000	51,350,364	Good
Mary McDonald Activity Centre	82–88 Bourke Street WOOLLOOMOOLOO NSW 2011	983,439	Average
Maybanke Pre-School	99 Harris Street PYRMONT NSW 2009	988,524	Average
Maybanke Recreation Centre	87–97 Harris Street PYRMONT NSW 2009	893,943	Average
McKee Street Child Care Centre	2–10 Mary Ann Street ULTIMO NSW 2007	2,066,544	Good
Meals on Wheels Centre	Unit 7/8–10 Burrows Road ST PETERS NSW 2044	161,703	Good
Millers Point Activity Centre	2 Watson Road MILLERS POINT NSW 2000	1,035,306	Average
Millers Point Community Centre	87 Lower Fort Street MILLERS POINT NSW 2000	213,570	Average
Mudgin-gal Womens Centre	231 Abercrombie Street DARLINGTON NSW 2008	272,556	Poor
Newtown Library and Community Hall	8–10 Brown Street NEWTOWN NSW 2042	3,842,226	Average
Oxford Street Holding 3	110–122 Oxford Street DARLINGHURST NSW 2010	8,208,207	Average
Oxford Street Holding 1	56–78 Oxford Street DARLINGHURST NSW 2010	19,798,956	Average
Oxford Street Holding 2	82–106 Oxford Street DARLINGHURST NSW 2010	24,169,005	Average
PACT Theatre	107–125 Railway Parade ERSKINEVILLE NSW 2043	1,464,989	Average
Paddington Town Hall	247 Oxford Street PADDINGTON NSW 2021	43,081,137	Average
Palmer Street Holding 1	137–155 Palmer Street DARLINGHURST NSW 2010	5,462,307	Poor
Park House	295–301 Pitt Street SYDNEY NSW 2000	6,972,552	Average
Peter Forsythe Auditorium	23–35A Bay Street GLEBE NSW 2037	1,383,290	Good
Phillip Park Community and Children's Centre	1B Cathedral Street WOOLLOOMOOLOO NSW 2011	2,426,562	Average
Pine Street Creative Arts (Annex)	132–134 Shepherd Street DARLINGTON NSW 2008	706,815	Average
Pine Street Creative Arts Centre	62–64 Pine Street CHIPPENDALE NSW 2008	2,017,728	Average

Property	Address	Reproduction Value \$	Condition Description
Pirrama Park Cafe	22-24 Pirrama Road PYRMONT 2009	1,724,808	Excellent
Pitt Street Holding 1	307 Pitt Street SYDNEY NSW 2000	36,037,395	Average
Prince Alfred Park Pool	Prince Alfred park Chalmers Street Surry Hills	3,816,801	Very Poor
Prince Alfred Park Tennis Courts	Prince Alfred park Chalmers Street Surry Hills	439,344	Excellent
Public Toilet (closed) and Pump House	136 Oxford Street DARLINGHURST NSW 2010	483,075	Poor
Public Toilets – (east) Jubilee Park	2 Federal Road GLEBE NSW 2037	167,805	Average
Public Toilets – (west) Jubilee Park	2 Federal Road GLEBE NSW 2037	144,414	Average
Public Toilets – Beare Park	13 Esplanade ELIZABETH BAY NSW 2011	167,805	Excellent
Public Toilets – Belmore Park (closed)	191 Hay Street HAYMARKET NSW 2000	274,590	Very Poor
Public Toilets – George Street North	23 George Street THE ROCKS NSW 2000	645,795	Average
Public Toilets – Hickson Road (closed)	5010 High Steps MILLERS POINT NSW 2000	49,833	Very Poor
Public Toilets – Macquarie Place (closed)	36 Bridge Street SYDNEY NSW 2000	167,805	Average
Public Toilets – Martin Place	2002 Martin Place SYDNEY NSW 2000	547,146	Average
Public Toilets – Perry Park	1B Maddox Street ALEXANDRIA NSW 2015	247,131	Average
Public Toilets – Pissoir	5010 George Street SYDNEY NSW 2000	44,748	Average
Public Toilets – Pymont Point Park	22-24 Pirrama Road PYRMONT NSW 2009	62,037	Poor
Public Toilets – Sussex Street (closed)	18 Sussex Street SYDNEY NSW 2000	49,833	Very Poor
Public Toilets – Sydney Park (No 2)	418 Sydney Park Road ALEXANDRIA 2015	97,632	Average
Public Toilets – Walla Mulla Reserve	161-171 Cathedral Street WOOLLOOMOOLOO 2011	64,071	Poor
Public Toilets – Watson Road	1 Watson Road MILLERS POINT NSW 2000	123,057	Poor
Public Toilets – Wattle & Broadway Rest Area	123 Broadway ULTIMO 2007	79,326	Very Poor
Public Toilets – Wentworth Park	Wentworth Park 9 Wentworth Park Road GLEBE 2037	152,550	Average
Public Toilets – Wynyard Park (closed)	1001 York Street SYDNEY NSW 2000	167,805	Average
Public Toilets and and Changerooms Alexandria Park	10 Buckland Street ALEXANDRIA NSW 2015	658,254	Average
Public Toilets and Ted McDermott Tennis Centre	54 Queen Street BEACONSFIELD NSW 2015	328,491	Poor
Public Toilets Prince Alfred Park (closed)	1003 (Prince Alfred Park) Chalmers St SURRY HILLS NSW 2010	187,128	Very Poor
Public Toilets within Viaduct – Federal Park	8 Chapman Road ANNANDALE NSW 2038	144,414	Poor
Public Toilets, Hyde Park North (former)	1003 (Prince Alfred Park) Chalmers St SURRY HILLS NSW 2010	145,431	Very Poor
Pumping Facility (Sydney Park old cricket room and toilet now closed)	Sydney Park 38 Barwon Park Road ALEXANDRIA 2015	105,768	Average
Pyrmont Community Centre	79A John Street PYRMONT NSW 2009	7,337,655	Average

Property	Address	Reproduction Value \$	Condition Description
Queen Victoria Building (QVB)	429–481 George Street SYDNEY NSW 2000	868,520,000	Good
Railway Square Interchange	816 George Street CHIPPENDALE NSW 2008	18,451,431	Average
Redfern Community Centre	12–36 Caroline Street REDFERN 2016	3,952,062	Good
Redfern Occasional Care Centre	55 Pitt Street REDFERN NSW 2016	1,065,816	Average
Redfern Oval Grandstand and Cafe	Redfern Oval 51 Redfern Street REDFERN NSW 2016	7,168,833	Excellent
Redfern Town Hall	73 Pitt Street REDFERN NSW 2016	9,260,802	Average
Reg Bartley Oval Grandstand	6 Waratah Street RUSHCUTTERS BAY NSW 2011	1,743,138	Excellent
Reginald Murphy Activity Club	19 Greenknowe Avenue ELIZABETH BAY NSW 2011	2,683,863	Average
Residence – 234 Dowling Street	234 Dowling Street WOOLLOOMOOLOO NSW 2011	579,690	Poor
Residence – 247–257 Bulwara Road	247–257 Bulwara Road ULTIMO NSW 2007	369,171	Average
Residence – 17 Albert Street	17 Albert Street ST PETERS	259,335	Poor
Residence – 5–17 Norman Street	5–17 Norman Street DARLINGHURST NSW 2010	1,638,387	Average
Rex Community Centre	58A MacLeay Street ELIZABETH BAY NSW 2011	4,332,420	Average
Ron Williams Activity Centre	5–11 Kepos Street REDFERN 2016	868,518	Average
Roper Activity Club (closed)	545–549 South Dowling Street SURRY HILLS NSW 2010	1,193,958	Average
Rosebery Child Care Centre	1 Harcourt Parade ROSEBERY NSW 2018	844,110	Average
Rosebery Community Centre	78 Harcourt Parade ROSEBERY NSW 2018	461,718	Average
Rotunda – Belmore Park	191 Hay Street HAYMARKET NSW 2000	382,392	Poor
Rotunda – Observatory Hill Park	1001 Upper Fort Street MILLERS POINT NSW 2000	393,579	Poor
Royal South Sydney Hospital Building (former)	3 Joynton Avenue ZETLAND 2017	1,797,802	Average
Rushcutters Bay Childcare Centre	7A Waratah Street RUSHCUTTERS BAY NSW 2011	1,400,409	Average
Rushcutters Bay Tennis Court & Kiosk	16b Waratah St Rushcutters Bay	258,318	Excellent
Shelter – Bicentennial Park	2A Chapman Road ANNANDALE 2038	396,630	Good
Small Store and Wireless Radio Shack – Dr H J Foley Rest Park	Dr H J Foley Rest Park 140 Glebe Point Road GLEBE 2037	20,340	Good
South Sydney Youth Centre	1B Elizabeth Street WATERLOO NSW 2017	424,089	Very Poor
St Helens Community Centre	184 Glebe Point Road GLEBE NSW 2037	2,936,079	Average
St James Café	110 Elizabeth Street SYDNEY NSW 2000	916,317	Good
St James Park Tennis Courts and Clubhouse	3 Woolley Street GLEBE NSW 2037	416,970	Average
Stage and Service Rooms – Martin Place	2002 Martin Place SYDNEY NSW 2000	247,640	Average
State Emergency Service (SES) Building	107–125 Railway Parade ERSKINEVILLE NSW 2043	1,464,988	Poor

Property	Address	Reproduction Value \$	Condition Description
Stockton House	73–75 William Street DARLINGHURST NSW 2010	1,501,092	Average
Storage Building/Admin Building 140 Joynton Avenue	140 Joynton Avenue ZETLAND NSW 2017	7,062,048	Average
Sunbeam Kindergarten	8 Lyne Street ALEXANDRIA NSW 2015	530,874	Average
Surry Hills Child Care Centre	443–453 Riley Street SURRY HILLS NSW 2010	1,559,061	Average
Surry Hills Library and Community Centre	405 Crown Street SURRY HILLS NSW 2010	13,526,100	Excellent
Sydney Park Kiosk/Amenities Building	Sydney Park 38 Barwon Park Road ALEXANDRIA 2015	1,120,431	Excellent
Sydney Park Pavilion	Sydney Park 38 Barwon Park Road ALEXANDRIA 2015	2,270,961	Good
Sydney Town Hall	483 George Street SYDNEY NSW 2000	481,780,359	Good
Tabernacle	39 Burton Street DARLINGHURST 2010	4,140,207	Very Poor
The Crescent No 3	3 The Crescent ANNANDALE NSW 2038	2,698,101	Poor
The Crescent No 7	7 The Crescent ANNANDALE NSW 2038	2,698,101	Average
The Crescent No 9	9 The Crescent ANNANDALE NSW 2038	599,013	Poor
Town Hall Arcade	483 George Street SYDNEY NSW 2000	2,880,144	Average
Town Hall House	456 Kent Street SYDNEY NSW 2000	153,940,239	Good
Turruwul Park Tennis Centre and Kiosk	115 Rothschild Avenue ROSEBERY NSW 2018	423,072	Good
Ultimo Child Care Centre	247–257 Bulwara Road ULTIMO NSW 2007	3,322,539	Average
Ultimo Community Centre	40 William Henry Street ULTIMO NSW 2007	18,474,822	Good
Unit 7 – 12 Springfield Avenue	7/12 Springfield Avenue POTTS POINT NSW 2011	15,255	Good
Unit 8 – 12 Springfield Avenue	8/12 Springfield Avenue POTTS POINT NSW 2011	15,255	Good
Viaduct Rooms – Jubilee Park	6 Chapman Road ANNANDALE NSW 2038	445,446	Poor
Victoria Park Cafe	2001 Parramatta Road CAMPERDOWN NSW 2050	1,796,022	Poor
Victoria Park Pool	1001 City Road CAMPERDOWN NSW 2050	7,827,849	Average
Waterloo Library	770 Elizabeth Street WATERLOO NSW 2017	6,799,662	Average
Waterloo Oval Grandstand	1B Elizabeth Street WATERLOO NSW 2017	548,163	Average
Wattle Street Lift – Wentworth Park	9 Wentworth Park Road GLEBE 2037	229,842	Average
WAVES Hydro Therapy	3 Joynton Avenue ZETLAND NSW 2017	1,797,802	Average
WBG Incinerator	Glebe Foreshore Walk East 53 Forsyth Street GLEBE 2037	1,732,968	Good
Woolworths	532–540 George Street SYDNEY NSW 2000	69,119,388	Average
York Lane Subway	5030 Clarence Street SYDNEY NSW 2000	2,344,185	Poor

City of Sydney

Special Schedule 7 – Condition of Public Works

as at 30 June 2011

\$'000

Asset Class	Asset Category	Depreciation Rate (%)	Depreciation Expense (\$)	Cost
		<i>Per note 1</i>	<i>Per note 4</i>	<i>Per note 9</i>
Buildings	Commercial	0–4%	5,810	
	Community (4)	1–4.35%	11,322	
	Operational	1–4%	2,621	
	Sub Total		19,753	–
Public Roads	Sealed Roads	1–5%	5,912	
	Sealed Roads Structure	1–4%	3,579	
	Footpaths (5)	2.00%	9,311	
	Kerb And Gutter	0.67-1%	1,862	
	Sub Total		20,664	–
Drainage Works	Stormwater Drainage Network	1.00%	845	
	Sub Total		845	
Total – All Assets			41,262	–

- (1) Satisfactory refers to estimated cost to bring the asset to a satisfactory condition as deemed by Council. It does not include any planned enhancements to the existing asset. All costs to bring assets to a satisfactory condition are budgeted for in Council's long-term financial plan.
- (2) Required Annual Maintenance is what should be spent to maintain assets in a satisfactory standard.
- (3) Current Annual Maintenance is what has been spent in the current year to maintain assets. The maintenance amount for footpaths includes proactive maintenance undertaken during the financial year.
- (4) Community Buildings – Estimated cost to bring to satisfactory condition includes significant improvements required to Sydney and other Town Halls for which budgeted works within the capital works program have been provided in the coming 1 to 5 years.
- (5) Footpath Current Annual Maintenance – Extra expense were incurred on the footpaths in 2010/11 due to proactive improvements in capital expenditure and a higher degree of reactive maintenance on tree roots.

Valuation	Accumulated Depreciation Amortisation & Impairment	Carrying Amount (WDV)	Asset Condition#	Estimated cost to bring up to a satisfactory condition / standard (1)	Required (2) Annual Maintenance	Current (3) Annual Maintenance
<i>Per note 9</i>	<i>Per note 9</i>	<i>Per note 9</i>	<<<< <i>Per note 9. Per Section 428(2d) on page 85</i> >>>>			
416,710	183,178	233,532	3	8,658	4,570	4,525
811,982	480,407	331,575	2	61,454	6,671	6,154
187,948	85,883	102,065	2	2,790	3,808	3,291
1,416,640	749,468	667,172		72,902	15,049	13,970
158,017	66,157	91,860	3	9,562	5,777	5,623
297,211	111,232	185,979	3	1,500	1,500	737
296,704	119,316	177,388	3	5,521	4,707	9,011
198,627	70,860	127,767	3	238	2,077	676
950,559	367,565	582,994		16,821	14,061	16,047
84,598	35,238	49,360	3	260	824	1,069
84,598	35,238	49,360		260	824	1,069
2,451,797	1,152,271	1,299,526		89,983	29,934	31,086

Asset Condition "Key" – as per NSW Local Government Asset Accounting Manual:

Condition Index	Condition	Description
1	Excellent	No work required (normal Maintenance)
2	Good	Only minor maintenance required
3	Average	Maintenance work required
4	Poor	Renewal required
5	Very Poor	Urgent renewal/upgrading required

Legal Proceedings

Legal Proceedings: Expenses and Progress

Expenses Incurred

During 2010/11, legal expenses incurred by the City of Sydney were:

– Costs of legal actions:	\$2,949,201.73
– Costs received from legal actions:	\$480,631.80
– Amounts paid in out-of-court settlements:	Nil
– Amounts received in out-of-court settlements:	Nil

Enforcement

Enforcement includes civil or criminal enforcement actions begun by the Council in the Land and Environment Court or Local Court. These actions usually concern a failure to obtain or comply with development approval or a failure to comply with an order issued by Council. Some examples include unauthorised works or unauthorised uses of land, or failure to comply with an order such as an order to upgrade fire safety. Council also prosecutes unhealthy food premises.

When Council issues an order it may be challenged in the Land and Environment Court by the recipient.

Appeals against orders issued by Council

In 2010/11, nine orders issued by Council were taken to appeal in the Land and Environment Court. Four of these appeals were upheld by the Court after the parties agreed to amended terms. Four appeals were discontinued and one appeal was dismissed.

Civil Enforcement actions

In 2010/11, Council began eight civil enforcement actions in the Land and Environment Court seeking to either enforce a Council order or obtain a declaration from the Court to stop an unauthorised use or to have unauthorised works demolished. Of these, the Court made orders in three cases to enforce Council's order. Four cases were discontinued after the Council's order was complied with. One action is yet to be finalised. No civil enforcement actions were dismissed by the Court.

Criminal Enforcement actions

There were three cases in 2010/11 where after Council succeeded in taking civil action in the Land and Environment Court, the respondents failed to comply with the Court's Orders. In all of these matters, Council began contempt actions. One case was finalised, two are yet to be finalised.

In 2010/11, Council began 44 prosecutions in the Local Court, most of them concerning unhealthy food premises. Some prosecutions were also brought for failure to comply with fire safety orders. Thirty-one prosecutions were finalised. In all the prosecutions the Court found the offence proved, and convicted and fined the defendants. Thirteen prosecutions are yet to be finalised.

Enforcement of Penalty Notices

If someone chooses to dispute in Court a penalty notice given them by a Council officer, the NSW State Debt Recovery Office takes action in the Local Court in the Council's name and informs the Council.

For matters other than parking penalty notices, Council's Legal Services Unit will review the penalty notice and if it appears to have been issued correctly, will continue the court action. If the penalty notice does not appear correct, Council will withdraw the action. Local Court parking cases are dealt with by the Police Prosecutors and are not included in this report.

In 2010/11, Council was involved in 56 cases where the recipient of a penalty notice (not parking) disputed the offence. Sixteen cases were withdrawn by Council. In 30 cases the Court found the offence proved. Eight matters were dismissed by the Local Court. Two matters are yet to be finalised.

Planning

The Council's planning decisions may be taken to appeal in the Land and Environment Court. Planning appeals arise from either a deemed refusal or a refusal of consent by Council for a desired use or works at premises, or an appeal against conditions imposed on a development approval.

In 2010/11, 42 planning appeals were lodged in the Land and Environment Court against Council and 42 appeals were finalised, some of which had been received in previous financial years. Three appeals were upheld by the Court in favour of the applicant. Twenty-nine appeals were upheld by the Court either with the agreement of the parties or otherwise on the basis of amended plans or conditions. Four appeals were discontinued by the applicants. Six appeals were dismissed in favour of Council. Eleven appeals have not yet been finalised.

If someone is not satisfied with the result of a planning appeal, there is a limited right of appeal to a judge of the Land and Environment Court under s56A of the *Land and Environment Court Act 1979*. In 2010/11, Council was a party in two s56A appeals. Council lodged one s56A appeal in which a judge of the Land and Environment Court determined that the matter be sent back to a commissioner of the Land and Environment Court for fresh determination. One s56A appeal lodged by an applicant awaits judgment and is yet to be finalised.

In one case, an applicant lodged a further Appeal with the Court of Appeal dissatisfied with the outcome of a s56A Appeal. The Court of Appeal upheld the applicant's appeal.

Legal Proceedings

legal proceedings

Representations at Local Court (Licensing)

Council's lawyers finalised one outstanding licensing case that was not resolved in 2009/10. Liquor licensing applications are no longer dealt with by the court; they are now determined by a statutory authority.

Representations at Coronial Inquiries

Council's lawyers represent Council where a coronial inquiry is held into a death in the local government area and Council's regulatory functions may be of interest to the coroner – for example if the person died due to a fault in a building or in a fire. In 2010/11, Council was involved in five coronial inquiries of which one was completed and four remain to be finalised.

Supreme Court Proceedings

Supreme Court proceedings can be brought by or against Council in a range of circumstances – for example building contract disputes or negligence claims. In 2010/11, Council was involved in one case which remains to be finalised.

Other

In 2010/11, Council was involved in four cases where the decision of Council was challenged by a third party in the Land and Environment Court. Two cases were withdrawn and the applicant paid Council's costs. One case was finalised in 2010/11 and the Court upheld Council's decision. One case is yet to be finalised.

Council Expenses

Mayoral & Councillor Fees, Expenses

Provision of Facilities – S428 (2) (f)

The City of Sydney has in place a Councillors' Expenses Policy that governs the expenses paid and facilities provided to the Lord Mayor, Deputy Lord Mayor and Councillors in the discharge of their civic duties.

In 2010/11, the cost of expenses incurred by and facilities provided to City Councillors was \$3,032,729. This includes domestic travel expenses such as accommodation and registration fees for seminars and conferences, as well as office administration such as postage, meals and refreshments. It also includes staff salaries and salary on-costs totalling \$2,725,983.

Annual fees were paid to the Lord Mayor and Councillors as required by the Local Government Act 1993 and in accordance with the determination of the Local Government Remuneration Tribunal. A fee was also paid to the Deputy Lord Mayor. The Lord Mayor's annual fee (\$159,318, excluding the amount paid to the Deputy Lord Mayor) was paid into the Lord Mayor's Salary Trust which will issue grants to charitable organisations as approved by the Trust.

In 2010/11, the total amount paid in respect of Councillors' fees and the Deputy Lord Mayor's fee was \$335,231.

Senior Staff – S.428 (2) (g)

The City must report on the number of senior Council staff and the total amount paid for their employment.

During 2010/11 the City employed 14 Executive staff with the total amount paid being \$3,326,085. There was a turnover of four Executive staff during 2010/11.

Council Expenses

Contracts Awarded by Council

2010–2011 Organisations Providing Goods and Services Exceeding \$150,000

Company Name	Goods and Services Type	Value (incl GST)	Number of Purchase orders/ Invoices
AECOM Australia Pty Ltd	Design/Engineering Services	\$257,973.66	13
Able Concrete	Road Works	\$185,312.57	18
Australia Post	Mailing Services	\$672,103.30	4
Ayers Management Pty Ltd	Agency Staff	\$552,126.63	13
Barloworld Volkswagen*	Motor Vehicle Supply/Maintenance	\$824,400.19	43
Bridgestone Australia Ltd	Tyre Supply	\$152,491.56	18
Brooks NSW Pty Ltd	Irrigation Services	\$151,083.20	19
BSB Brushes & Signs	Mechanical Brushes & Spare Parts	\$220,501.60	69
Cabcharge Aust Pty Ltd	Transport Cost	\$296,414.43	14
Canon Aust Pty Ltd	Meter Reading Cost	\$160,771.55	1
City Hino*	Motor Vehicle Supply/Maintenance	\$941,641.00	4
City Ford*	Motor Vehicle Supply/Maintenance	\$771,652.90	23
Collins and Turner	Architectural Design Services	\$172,365.08	14
Computer Systems Aust Pty Ltd	Computer Software Upgrade	\$259,985.00	8
Database Consultants Australia	Manufacture Furniture/Workstations	\$234,976.76	9
Dell Australia Pty Ltd*	Computer Equipment	\$504,425.74	49
Enigma Business Products	Printing/Meter Reading Cost/Printers	\$545,336.33	133
Enlighten Australia Pty Ltd	Lighting upgrade	\$155,288.36	4
ESRI Australia	Computer Software	\$191,538.16	3
First Data Resources	Parking Meters Credit Card Transaction Processing Fee	\$216,220.12	24
Gerroa Investments Pty Ltd	Construction Works	\$161,440.51	8
Globe Australia	Fertilizers/Herbicides	\$156,991.62	42
Hewlett Packard Aust Ltd	Computer Equipment	\$154,251.25	12
Hyder Consulting Pty Ltd	Structural Engineer	\$180,879.05	13
Immex Green Square	Medical Services	\$241,635.09	2255
Infor Global Solutions (ANZ) Pty Ltd	Software Licence	\$336,443.99	15
Judd Farris Australia	Agency Staff	\$363,544.60	2
Landcom Operating Account	Service Delivery Cost	\$931,249.14	1
Life Fitness Australia Pty Ltd	Supply of Gym Equipment	\$164,983.50	2
Local Government Appointments	Agency Staff	\$180,390.75	6
Marrickville Council	Watershed program/Meals on Wheels	\$205,546.23	4
Metropolitan Gardens	Turfing	\$628,980.00	136
NSW Department of Housing	Provisions of Outreach & Support	\$990,000.00	2
Optus Billing Services Pty Ltd*	Telephone Services	\$426,056.34	22

Council Expenses

2010–2011 Organisations Providing Goods and Services Exceeding \$150,000

Company Name	Goods and Services Type	Value (incl GST)	Number of Purchase orders/ Invoices
PM Production Design & Management	Graphic Design/Projections and visual effects design	\$155,293.60	4
Prudent Cleaning Service	Cleaning Services	\$234,946.69	13
QBE Insurance (Australia) Limited	Insurance	\$312,279.59	13
Roads & Traffic Authority	2010 NYE – Bridge Effect – Setup/Rego Renewal	\$226,132.73	26
Silver Spoon Caterers Pty Ltd	Catering Services	\$183,000.00	22
Sinclair Knight Merz Pty Ltd	Engineers, planners, architects, economists, scientists, project managers	\$160,276.79	3
State Debt Recovery Office	IPB Processing Fee	\$5,153,323.92	5
Stillwell Trucks Pty Ltd*	Cab/Chassis Supply and Maintenance	\$461,793.04	11
Suttons City Holden*	Motor Vehicle Supply/Maintenance	\$253,389.05	19
Sutherland Shire Council	Animal Shelter Program	\$426,298.41	5
Sydney City Toyota*	Motor Vehicle Supply/Maintenance	\$356,056.22	28
Telstra	Telephone Services	\$1,068,186.64	16
The Shell Co Of Australia Ltd	Fuel	\$1,368,788.01	12
Thomas Duryea Consulting Pty Ltd*	Computer Software Upgrade	\$635,993.53	3
University Of Technology Sydney	Identified a set of draft social indicators	\$227,565.42	13
Whirlwind Graffiti Service	Graffiti Removal/Cleaning Service	\$161,712.10	6
Yakka (NSW) Pty Ltd	Clothing	\$176,600.81	33
YWCA NSW	Homeless Brokerage Program	\$631,453.68	1

**Jobs awarded through State Government contract.*

NB: The value of goods and services given is based on purchase orders/Invoices listed for the 2010/2011 financial year. The number of orders/Invoices is given to indicate the number of jobs.

Council Expenses

2010–2011 Contracts exceeding \$150,000 (inc GST), not including employment contracts

Successful Contractor	Project Description	Value (including GST)
AAM Pty Ltd	3D Visualisation Software for the Electronic Built Form Model of the City of Sydney	\$191,400.00
Adtrans Hino	Supply & Delivery of two 15m ³ garbage trucks	\$667,370.00
AON Risk Services	Insurance Broking Services	\$2,208,163.10
Arboreport	Arboricultural Services Consultancy	Schedule of Rates
Arterra Design	Arboricultural Services Consultancy	Schedule of Rates
Aspect Studios	Laneways Revitalisation Project Bulletin Place	\$241,670.00
Barbara Ann Sportsware (T/as Tennis World Group)	Management of Community Tennis Courts	\$272,669.10
Blue Visions Pty Ltd	Design Management Services Architectural and Open Space Projects	\$316,800.00
Bytecraft Entertainment	Sydney New Year's Eve 2010 Lighting Equipment and Services	\$170,500.00
CBS Refurbishment Pty Ltd	Paddington Town Hall Remedial Repairs & Restoration, Roof Upgrade, Mechanical Upgrade and Clocktower Works	\$2,721,761.90
CBS Refurbishment Pty Ltd	Jubilee Park Arches Project	\$339,784.50
Chas Clarkson	Christmas in the City 2010–2012 Supply and Installation of Pitt Street Mall Christmas Decorations	\$318,473.99
Chas Clarkson	Christmas in the City 2010–2012 Supply and Installation of Martin Place Christmas Tree	\$910,811.99
Claude Neon Pty Ltd	Manufacturing and Installation of Park Signage	Schedule of Rates
Climate Friendly	Supply of 99,849 Accredited Carbon Offsets	\$154,988.90
Coates Hire Operations	Sydney New Year's Eve Event Infrastructure and Equipment 2010–2012	\$577,759.60
Coda	City Recital Hall Audio Upgrade	\$221,328.80
Complete Urban	King Street, Newtown Smartpoles Design Consultancy Services	\$215,638.50
Contact Centres Australia Pty Ltd	Call Centre Services – After Hours and Parking Meters	\$926,176.90
CSG Solutions Pty Ltd	Supply & Implementation of Homeless Persons Information System	\$175,033.90
Design Landscapes	Lilian Fowler Reserve and Newtown Public School Playground Upgrade	\$826,065.02
Dialtone	Road Closures and Traffic Control at Cowper Wharf Roadway, Hickson Rd & George St	\$518,105.50
Dorma Automatics Pty Ltd	Preventative and Reactive Maintenance Services for Automatic and Roller Doors	\$235,618.20
Downer EDI Works Pty Ltd	Supply of Road Construction Materials and Services	Schedule of Rates
Earthscape	Arboricultural Services Consultancy	Schedule of Rates
Egroup	Sydney New Year Eve 2010 Security Services	\$158,491.91
Fleetwood Urban Pty Ltd	Wood Street Timber Decks	\$206,580.00

Council Expenses

2010–2011 Contracts exceeding \$150,000 (inc GST), not including employment contracts

Successful Contractor	Project Description	Value (including GST)
Ford Civil	Streetscape Upgrade of Little Hay St, Factory St & Kimber Lane, Chinatown	\$2,775,341.80
Freyssinet Australia	Point Street, Pyrmont, Bridge Repairs	\$261,470.00
GHD Pty Ltd	"Decentralised Water Master Plan Part D – Total Water Cycle Management Plan and City-Wide Non Potable/Recycled Water Network"	\$1,087,900.00
Growthbuilt Pty Ltd	Conversion of Seating Pavilion into a Tourism Information Kiosk, Dixon St, Haymarket	\$399,344.00
Hansen Yuncken	Wallamulla and Bourke Street Parks	\$1,737,034.20
Holding Redlich Lawyers And Consultants	Legal Services	\$1,837,643.88
Helimax Holdings Pty Ltd	Commercial Manager – Properties	\$948,597.10
Hub Street Equipment Pty Ltd	Smartpole Multi Function Pole	Schedule of Rates
ID Consulting	Census Data and Population Forecast	\$182,765.00
Imagination Pty Ltd	2011–2013 Sydney New Year's Eve Creative Team and Production	\$390,500.00
IMG Media Australia	Sydney New Years Eve – Media Production, Broadcasting & Distribution	\$919,814.50
Infrastructure Management Group	Collection of Inventory and Condition Data for Road Pavements including Footpath, Kerb and Gutter	\$171,077.50
Integrated Vegetation Management	Arboricultural Services Consultancy	Schedule of Rates
Jackson Teece	Sydney Town Hall Clocktower Architectural Consultancy Services	\$190,740.00
JJ Coleman Plumbing	Pipeline Cleaning, CCTV Inspection and Utility Service Locating Services	Schedule of Rates
Leonard Holt Robb	Agency Services for Advertising & Media	Schedule of Rates
MacDonald Johnston	Supply and Delivery of Two Footway Sweeping Machines	\$353,731.40
Manildra Park	Supply and Delivery of Sustainable Bio-Fuels including Storage and Handling	Schedule of Rates
Mayale	Earl Place, Potts Point City East Laneways Upgrade	\$355,117.40
McLachlan Lister Pty Ltd	Design Management Services Architectural and Open Space Projects	\$291,456.00
Murphy's Facilities Services	Andrew Boy Charlton Concourse Deck and Steel Rectification Works	\$2,299,044.88
MUSEcape Pty Ltd	Consultancy Services – City of Sydney Curator	\$243,297.03
Never Stop Irrigation Pty Ltd	Hyde Park irrigation decoder line installation	\$336,780.40
Pages Hire Centre	Sydney New Year's Eve Event Infrastructure and Equipment 2010–2012	\$291,144.15
Peter Pal Library Suppliers	Selection, Supply and Shelf Ready Processing of Library Materials	Schedule of Rates
Prime Facility and Asset Management Pty Ltd	Smartpole Multi Function Pole	Schedule of Rates

Council Expenses

2010–2011 Contracts exceeding \$150,000 (inc GST), not including employment contracts

Successful Contractor	Project Description	Value (including GST)
Pro-Opt Healthcare Waste Solutions	Community Sharps Management Project	\$337,121.40
S & K Car Park Management Pty Ltd	Management of the Goulburn st Car Park	\$1,381,259.00
Sam the Paving Man	Windlines Scout Place Public Art Commission	\$266,147.20
Sam the Paving Man	CBD Laneways Angel Place Upgrade	\$1,600,704.81
Savills	Commercial Leasing Agency Services for Town Hall House	Schedule of Rates
Schwarze Industries	Supply and Delivery of Four Large Capacity Road Sweeping Machines	\$1,166,145.20
Selby's Pty Ltd	Supply and Installation of Building and Fence Hoardings	Schedule of Rates
Selby's Pty Ltd	Street Banner Printing & Production	Schedule of Rates
Sema Group	Notification of Applications	Schedule of Rates
SMA Motors	Supply and Delivery of One Jet Blasting Drain Clearance Machine	\$288,461.80
Spackman Mossop	Concept Design Consultancy Services for King St Cycleway Stage 2	\$284,542.50
Squiz	Web Redevelopment Project	\$221,785.30
Stone Mason & Artist Pty Ltd	Ross Street, Forest Lodge Retaining Wall Stabilisation	\$273,897.80
Sydney Waste Services	Commercial Waste Collection Management Services	\$1,722,152.73
Tania Bowra	Redfern Community Centre Music Studio Coordinator	\$173,184.00
Techni-Clean Australia	City of Sydney Public Art Collection – Basic maintenance services	\$821,840.80
Tony Caro Architecture	Crown Street, Cleveland and Baptist Intersection Scoping Study	\$174,235.60
Tough Corp	Replacement of Rangers' Personal Digital Assistants (PDAs)	\$180,263.05
Tree Wise Men	Arboricultural Services Consultancy	Schedule of Rates
Turf Design Studio and Environmental Partnership	Sydney Park Stormwater Harvesting Stage 2 Consultancy	Stage 1: \$143,716.10 and Stages 2–4: Schedule of Rates
Urban Tree Management	Arboricultural Services Consultancy	Schedule of Rates
Via IP Pty Ltd	Data Network Services	\$2,638,361.00
Votar Partners	Health and Building Review	\$193,600.00
Warwick Australia	Supply and Delivery of Nine Truck Mounted Hot/Cold Water Pressure Cleaners and Water Tanks	\$356,400.00
Westfield Management Ltd	Pitt Street Mall Catenary Lighting	\$1,164,900.00
Wilson Pedersen	Small General Parks Upgrade	\$773,510.10
Wilson Security	Security Patrols and Alarm Responses	\$414,085.10
WMA Water Pty Ltd	Blackwattle Bay Catchment and Johnstons Creek Catchment Flood Study	\$263,956.00

Bushfire Reduction

Nil Return.

Accessible Services

Accessible Services for People with Diverse

Cultural and Linguistic Backgrounds – S.428 (2) (i)

In 2010/11 the City continued to build on its success and partnerships with multicultural organisations and groups to celebrate the City's cultural diversity. This included supporting emerging communities, funding and volunteering support for multicultural programs, advocating for greater support and protection for international students to the State and Federal Governments and providing accessible information and services.

Membership of the City's Over 55s Centres reflects the community's diverse cultural and linguistic backgrounds.

Ultimo Community Centre and the Ron Williams Over 55s Centre provide specific access and activities for Chinese speaking communities. These include dancing, Chinese Opera and concerts, art and craft, ping pong, English conversation groups, Chinese newspapers, Tai Chi, annual Moon Festival and Chinese New Year events, cooking, bilingual workers and translated information. Several information sessions were provided in Chinese languages over the year, including presentations on diabetes, Hep C and free hearing tests. A Chinese Carer Support Group meets regularly and has monthly sessions involving massage, yoga and meditation. In 2010/11 The GOLD Healthy Ageing program, in partnership with St Vincent's Community Health, provided two seven-week falls prevention programs for people aged over 65, one for Cantonese speakers and one for Mandarin speakers, with 15 people in each course.

Members of the Russian speaking community met at the Ron Williams' Over 55s Centre each month to eat lunch and play bingo, and enjoyed a special end of year bus trip. Over 55 Services provided an special end-of-year lunch in Waterloo for more than 60 members of the Spanish speaking community. They also started a weekly Zumba dance/exercise class for members of the Sydney Spanish Seniors Association at Millers Point. These classes attract 18–20 enthusiastic seniors with an average age of 70.

Over 55 Services continues to support access to services by Aboriginal and Torres Strait Islander communities. A group from the Aleena Home Care service goes to the Cliff Noble Over 55s Centre once a week for a meal and to play bingo, and members of Aleena and Wyanga attend Seniors Week, Carers Week and end of year events, with free transport provided. The unit also contributes to the annual NAIDOC Week Festival in Woolloomooloo. It provides masseurs and information at the Elders' tent and has started popular multicultural ballroom dancing classes at Redfern Community Centre which attract 75 people from Aboriginal and other cultural backgrounds.

Celebrating Cultural Diversity

The City of Sydney continues to celebrate and promote cultural diversity through its planned programs and activities including celebrations, major events and festivals. The City continues to work with its diverse communities to identify and address their needs, to build capacity to organisations and volunteer and support the communities through the City's grants and sponsorships program.

Living in Harmony Festival 17 March–30 May 2011

In 2011, the City in partnership with 36 community groups and organisations representing Multicultural, Gay, Lesbian, Transgender and Disability organisations, and a number of internal business units including library, OOSH, Over 55s Services, and Pine Street Creative Arts Centre presented more than 19 events. More than 10,500 people attended them. Key achievements include:

Greater engagement of mainstream and ethnic media

Media releases were issued to local, metropolitan and ethnic media outlets in nine languages (English, Greek, Indonesian, Japanese, Korean, Russian, Chinese, Spanish and Thai). They were followed up with offers of photo opportunities and interviews with festival spokespeople.

Greater trust between different community groups and organisations

The festival engaged a diverse range of community organisations to promote cross-cultural understanding and appreciation, and highlight the diversity within each community. Many groups with diversity in experience, languages, sex and gender, age group and faith worked together on events. These organisations have reported greater appreciation of other cultural groups and encouraged their communities to take part in other cultural day events and learn from each other's experiences.

Volunteering

The festival involved more than 200 volunteers including five interns from University of NSW, Notre Dame and Sydney University who provided project management and administration support to various project steering groups to help community organisations. The contributions from volunteers and interns contributions were important to festival's success.

In-fusion Multicultural Festival 2010

The City supported the University of Technology Sydney (UTS) in organising the In-fusion Multicultural Festival 2010 held from 30 August – 5 September 2010 with 200 people visiting City's information stores.

Sydney Chinese New Year Festival 2011

The successful Sydney Chinese New Year Festival 2011 ran from Friday 28 January until Sunday 13 February. City events included the Festival Launch, Festival Markets, Twilight Parade and Dragon Boat Races.

The Festival Launch drew record crowds to Belmore Park, estimated at 8000 people. The Festival Markets were also well attended across the weekend. The Festival Program included 55 events which were all well attended. Some 50,000 programs were distributed across the Festival and media coverage increased by 17 per cent.

Christmas 2010

The City launched a Sydney Christmas on 18 November with the Martin Place Children's Concert & Tree Lighting and Christmas on the Green in Hyde Park. This year there was strong media coverage including coverage from the Chinese, Greek and Korean media.

Despite bad weather across the scheduled two weekends, the Village Christmas Concerts were well received. The Rosebery Village Christmas Concert was cancelled due to rain; however, concerts at Elizabeth Bay, Alexandria and Surry Hills were well attended by up to 1000 people.

Research

As the Korean community in the City of Sydney Local Government Area grows, research was conducted to identify and document its experiences and support needs. The research was done in partnership with the Sydney Korean Women's Association with the support of leading Korean community and business organisations.

The report provides recommendations for the City to work in partnership with community members, community service providers and other levels of government to meet the needs of the Korean community and improve its experience of living, working and visiting the City.

Community Capacity Building

Connect Sydney

Connect Sydney is a City program that aims to build the capacity of community organisations by providing free governance training. In 2010/11, the City delivered seven training sessions on granting funding submissions, facilitative leadership, cultural intelligence, and organisation governance. About 200 community workers, volunteers and board members from more than 150 organisations attended. Many of them were multicultural organisations and organisations providing support and services to multicultural communities.

Volunteer Thank You events

The City organised two volunteers' thank you events. They were attended by more than 150 volunteers from many community organisations and groups who contributed to the success of the Living in Harmony Festival and other programs in 2010 and 2011.

Grants and Sponsorships

The City of Sydney continues to support culturally and linguistically diverse communities (CALD) through its grants and sponsorships program. During 2010/2011, the City provided more than \$140,000 to 30 community organisations through grants and sponsorship programs. Two CALD community organisations are benefiting from subsidised accommodation.

Workplacement and Internships

The City's Social Planning, Access and Community Development unit offered internships and skilled migrants work experience for nine people from diverse backgrounds in the past year. Two placement students were from CALD backgrounds, three were international students from the US and France, and one a skilled migrant from India. These gave students and skilled migrants valuable workplace experience, skills and understanding of workplace culture that improved their chances of finding jobs. Three final year students and the skilled migrant were given full-time jobs in a charitable organisation, another in Council, one in the City, and one as a research assistant with a pharmaceutical company a month after completing their internship and work placement.

Accessible Information and Services

Translated Information

The City continues to promote multilingual information including our Community Services Directory in 10 languages, Telephone Interpreter Service information card in 16 languages and multilingual Welcome posters and language identification cards to schools, childcare and community health centres and community organisations.

Asylum Seeker and Refugee Access Project

The project provides free access to Council-run swimming pools, libraries and the City's centre based meal services for refugees and asylum seekers living in the City. More than 100 tickets to swimming pools were given to refugees and asylum seeker services.

Grant Acknowledgement

The City acknowledges the part-funding support from the Department of Human Services through its Community Services Grant Program for the City's Multicultural Program.

Work on Private Land

s428 (2) (k) Work on Private Land

Sydney Park Restoration Works with Sydney Water and the Water Delivery Alliance

Private land means land that is not owned by Council, land that is not managed by Council on behalf of the Crown and land previously owned by Council that has been sold to a private purchaser.

The City of Sydney worked cooperatively with Sydney Water and the Water Delivery Alliance to plan and implement restoration works to Sydney Park in response to the construction of the Sydney Desalination Supply Pipeline beneath the site. The works completed in late 2010 restored the impacted parkland areas and included park improvements in line with the Master Plan such as new landforms trees, paths and lighting.

Sydney Park Water Harvesting Projects with Sydney Water

The City of Sydney has in previous years worked in partnership with Sydney Water on the development of feasible plans for water harvesting and reuse projects in Sydney Park. The City of Sydney implemented a stage 1 stormwater harvesting infrastructure project which is now being extensively monitored by Sydney Water to assess effectiveness and contribute to future stage planning and site management. Stage 1 monitoring continues in 2011/12.

Contributions and Grants

Grants Reporting 2010/11 – Cash Summary (excluding GST)

Business Support	\$340,855
Community Services	\$568,000
Cultural Grants & Sponsorships	\$793,000
Environmental	\$120,000
Heritage	\$70,000
History Publication	\$10,000
Laneways/Finegrain	\$225,000
Matching Grants	\$120,206
Local Community Grants	\$390,500
Major Festivals	\$2,550,000
Quick Response Grants	\$21,902
	\$5,209,463
City Culture and Community	\$400,000
City Engagement	\$35,000
City Strategy and Design (now Office of Chief Operating Officer)	\$103,767
	\$538,767

Annual Grants

Business Support

<i>Organisation in Application</i>	<i>\$ Amount Approved</i>
Chippendale Creative Precinct Incorporated Association	\$11,000
Darlinghurst 2010 Business Partnership	\$50,000
Glebe Chamber of Commerce	\$42,800
Haymarket Chamber of Commerce	\$30,000
Kings Cross & Potts Point Partnership	\$44,555
Paddington Business Partnership	\$20,000
Pymont Ultimo Chamber of Commerce and Industry Inc.	\$50,000
Redfern Waterloo Chamber of Commerce	\$27,500
Surry Hills Association Inc.	\$25,000
Walsh Bay Precinct Partnership	\$40,000
	\$340,855

Community Services

<i>Organisation in Application</i>	<i>\$ Amount Recommended</i>
AIDS Council of NSW (ACON)	\$8,000
Asylum Seekers Centre of NSW (ASC)	\$6,000
Australian South Sea Islanders (Port Jackson)	\$3,000
Babana Aboriginal Men's Group Inc.	\$10,000
Barnardos Australia	\$6,000
Best Buddies Australia	\$20,000
Centipede at Glebe School Inc.	\$40,000
Czech and Slovak School of Sydney Inc.	\$5,000
Disability Services Australia	\$16,000
Family Resource and Network Support	\$7,700
Glebe Youth Service Inc.	\$76,000
Hopestreet – Urban Compassion	\$7,000
Indonesian Welfare Association Inc.	\$5,650
Indonesian Welfare Association Inc.	\$6,250
Inner City Legal Centre	\$23,000
Inner Sydney Regional Council for Social Development Inc.	\$19,420
Lady Gowrie Child Centre	\$5,000
Mother's Day Classic	\$10,000
NSW Disability Discrimination Legal Centre	\$29,900
NSW Gay & Lesbian Rights Lobby	\$10,000
Redfern Red Sox Baseball Club	\$5,000
Streetsmart Australia	\$16,500
Sydney Peace Foundation	\$50,000
Thai Welfare Association	\$14,000
The Gender Centre Inc.	\$37,800
The Marmalade Foundation Ltd (Trading as Lou's Place)	\$4,000
The University of Technology Sydney	\$20,000
Tranby Aboriginal College	\$25,000
Women's and Girls' Emergency Centre Inc.	\$6,780
Glebe Youth Service	\$75,000
	\$568,000

Contributions and Grants

Cultural

<i>Organisation in Application</i>	<i>\$ Amount Recommended</i>
107 Projects Inc.	\$10,000
Arts Inertia t/a Chronology Arts	\$3,000
Australian Art Fair Foundation	\$20,000
Australian Brandenburg Orchestra	\$10,000
Australian Business Arts Foundation	\$15,000
Australian Chinese Performing Arts Association	\$1,000
Australian Museum	\$15,000
Bell Shakespeare	\$10,000
Big Fag Press	\$15,000
Brand X Productions Inc. t/a Queen St Studio	\$10,000
Carriageworks Ltd	\$10,000
Company B Belvoir	\$20,000
d/lux/MediaArts	\$15,000
East Coast Theatre Company	\$10,000
Fashion Foundation of Australia (FFA)	\$5,000
Firstdraft Inc.	\$10,000
Glebe Chamber of Commerce	\$25,000
Gondwana Choirs	\$10,000
Historic Houses Trust of NSW	\$15,000
House of Dogs	\$5,000
Karen Therese	\$5,000
Matchbox Pictures	\$15,000
Milk Crate Theatre	\$10,000
Monkey Baa – Theatre for Young People	\$10,000
Museum of Applied Arts & Sciences (Sydney Observatory)	\$10,000
New Theatre (Sydney) Inc.	\$10,000
Newtown Entertainment Precinct Association	\$30,000
Newtown Neighbourhood Centre Inc.	\$7,500
Object: Australian Centre for Craft & Design	\$15,000
PACT Centre for Emerging Artists	\$10,000
Performance Space	\$8,000
Pymont Ultimo Chamber of Commerce	\$7,500

Cultural (continued)

<i>Organisation in Application</i>	<i>\$ Amount Recommended</i>
Rinse Out Inc.	\$10,000
Sliced Bread Attraction	\$10,000
Sound Travellers and Performing Lines	\$5,000
St Barnabas Anglican Church, Broadway	\$12,000
Surry Hills Neighbourhood Centre	\$25,000
Sydney International Jazz Festival	\$20,000
The Red Room Company	\$15,000
The Seymour Centre	\$15,000
The University of Sydney	\$4,000
UnitingCare Harris Community Centre	\$15,000
Well Productions Inc.	\$5,000
Newtown Neighbourhood Centre	\$10,000
National AIDS Fundraising Ltd	\$20,000
The Royal Australian Institute of Architects – NSW Chapter	\$15,000
CarriageWorks	\$30,000
Asian Australian Artists Association Inc (Gallery 4A)	\$20,000
Brand X Productions t/a Queens Street Studio	\$10,000
Griffin Theatre Company	\$15,000
PACT	\$15,000
Powerhouse Museum (applying as Museum of Applied Arts and Sciences)	\$15,000
Seymour Theatre Centre	\$10,000
Sydney Arts Management Advisory Group Inc	\$7,500
Theatre of Image Ltd	\$10,000
University of Technology, Sydney	\$20,000
Walla Mulla Family and Community Support	\$15,000
Arts NSW	\$7,500
Bangarra Dance Theatre	\$20,000
Bridge for Asylum Seekers Foundation	\$15,000
Consulate-General of the People's Republic of China in Sydney	\$20,000
Purves Environmental Fund	\$5,000
	\$788,000

Contributions and Grants

Environment

<i>Organisation in Application</i>	<i>\$ Amount Recommended</i>
Buddhist Compassion Relief	\$10,000
Cycle Re-Cycle (Bike Club)	\$12,000
KU Ultimo Children's Centre	\$6,000
Metro Screen	\$8,000
Museum of Applied Arts and Sciences (Powerhouse Museum)	\$10,000
Museum of Contemporary Art	\$6,000
Nature Conservation Council of NSW	\$5,000
Observatory Hill Environmental Education Centre	\$4,000
Slow Food Australia Ltd	\$5,000
South East Neighbourhood Centre	\$8,000
Sustainable Arts and Culture Ltd	\$18,000
Sydney Food Fairness Alliance	\$9,000
The Factory Community Centre	\$5,000
Total Environment Centre	\$14,000
	\$120,000

Heritage

<i>Project</i>	<i>\$ Amount approved</i>
Erskineville Public School Parents and Citizens Association	\$10,000
St James' Church	\$50,000
Jarjum College	\$10,000
	\$70,000

History Publication

<i>Applicant</i>	<i>\$ Amount Recommended</i>
BMC Leyland	\$10,000
	\$10,000

Laneways/Finegrain

<i>Grant Applicant</i>	
Scudooda t/as Grasshopper	\$30,000.00
Too Long t/as Balcony Bar	\$18,330.30
Moran Arts Foundation	\$30,000.00
Berta Restaurant and Bar	\$30,000.00
Shirt Bar	\$30,000.00
Cre Asion	\$19,696.00
Bona Fides	\$15,748.50
The Reiby Bar	\$21,225.20
Ganton Shop	\$30,000.00
	\$225,000

Matching Grants

<i>Organisation in Application</i>	<i>\$ Amount Approved</i>
Prospect Lane Working Group	\$6,468
Chippendale Fresh Food Co-operative	\$8,465
The Hargrave Lane Project Working Group	\$5,542
Asylum Seekers Centre Gardening Group	\$2,950
Ultimo Community Gardens Inc	\$10,000
Belmont St Residents Group	\$424
Cooking Camp Collective	\$4,885
Area 15 Community Garden	\$5,683
2010 Swap Party Collective	\$5,733
Sydney Local Energy Trading System (Sydlets)	\$1,025
Frog and Tadpole Study Group of NSW Ltd	\$5,222
Johanna O'Dea and Alexandra Dwellings Advocacy Group (JAAG)	\$3,500
KU Phillip Park Children's Centre – Parent Advisory Group	\$3,940
Tudor Gardens Body Corporate and Resident's Committee	\$7,000
Wentworth Park Games Organising Committee	\$1,285
Arthur Street Community Garden Committee	\$2,760
Bike 2 Bourke Volunteers	\$1,600
Bike Sydney	\$2,180
Bike Sydney	\$1,280
Charlie's Garden (Members Committee)	\$4,016
The College Green Moore Theological College	\$2,783
Cowbells Community Craft Collective	\$3,000
Erskineville Public School P&C Committee	\$1,655
"Lights Up" Caroline	\$2,155
Ride Sydney	\$4,500
Sydney Bike Style	\$3,521
The Tai Chi Friendship Group	\$6,544
Ultimo Community Centre Chinese Seniors Group	\$6,100
Ultimo Pyrmont Photography Group 2011	\$5,990
	\$120,206

Contributions and Grants

Local Community Grants

<i>Organisation in Application</i>	<i>\$ Amount Approved</i>
Animal Liberation NSW	\$3,000
Arrow Bone Marrow Transplant Foundation	\$5,000
Australian Circus & Physical Theatre	\$4,000
Australian Shanghainese Association Inc.	\$3,000
Barbara Karpinski	\$2,500
CAMP	\$5,000
CatholicCare	\$1,600
Chinese Parents Association – Children with Disabilities Inc.	\$4,250
Chinese Youth League of Australia Inc.	\$3,650
Community First Aid Sydney Inc.	\$3,500
Diabetes Australia NSW	\$3,530
Disability Services Australia	\$4,500
East Coast Theatre Company	\$3,500
Forest Lodge Public School P&C Association	\$2,500
Glebe District Hockey Club Incorporated	\$5,000
Glebe House Inc.	\$2,500
Harbour City Bears Inc.	\$2,000
Hearing Voices Network NSW	\$5,000
Inner City Domestic Violence Action Group	\$5,000
Inner City Legal Centre	\$5,000
Inner Sydney Regional Council for Social Development Inc.	\$3,500
Inner Sydney Regional Council for Social Development Inc.	\$5,000
Jessie Street National Women's Library Inc.	\$2,500
Life for Kids	\$5,000
Matthew Talbot Homeless Services	\$3,630
Newtown Public School P & C	\$4,000
Object: Australia Centre for Craft and Design	\$4,000
Paddington Uniting Church	\$5,000
Rosebery Child Care Centre	\$3,500
Save the Children	\$2,500
Scottish Country Dancers Inc. (Scots on the Rocks)	\$1,590
Sisters of Charity Outreach	\$2,000
South East Neighbourhood Centre	\$3,000
South East Neighbourhood Centre	\$5,000
South Sydney Community Aid Co-op Ltd	\$2,000
South Sydney Community Aid Co-op Ltd	\$2,000
South Sydney Community Aid Co-op Ltd	\$2,500
Sri Lanka Human Rights Project, The University of Sydney	\$5,000
St Vincent De Paul	\$1,000
Sunnyfield	\$2,540

Local Community Grants (continued)

<i>Organisation in Application</i>	<i>\$ Amount Approved</i>
Surry Hills Neighbourhood Centre	\$3,370
Sydney Korean Women's Association	\$3,000
Sydney Youth Writing Competition	\$2,000
The Charitable Foundation for Books in Homes Australia	\$2,000
The Coloured Digger Project	\$3,500
The Factory Community Centre	\$5,000
The Factory Community Centre Inc.	\$5,000
The Girls and Boys Brigade	\$3,500
The Older Women's Network NSW	\$4,300
The Older Women's Network NSW	\$5,000
The Physical Disability Council of NSW	\$1,480
The South West Waterloo Precinct Community	\$1,500
Youth Off The Streets	\$800
Youth Off The Streets	\$3,360
ACON Health Ltd	\$5,000
Asylum Seekers Centre (NSW)	\$5,000
Australian Nursing Home Foundation Ltd	\$5,000
Australian Red Cross	\$2,625
Bridge for Asylum Seekers Foundation	\$5,000
City East Community College Inc.	\$4,000
Forest Lodge After School Care Association Inc. (FLASCA Inc.)	\$2,755
Glebe Community Action Group in Partnership with the Glebe Society	\$3,000
Glebe/Leichhardt PCYC	\$3,000
Guide Dogs NSW/ACT	\$5,000
Harbour City Wrestling Club Inc.	\$2,880
Head On Foundation Ltd	\$5,000
IDAHO Sydney	\$5,000
Indonesian Welfare Association Inc.	\$5,000
Instituto Cervantes	\$3,500
Japanese School of Sydney	\$2,000
Jazzgrove Association	\$5,000
Kirketon Road Centre	\$4,875
Multiple Sclerosis Ltd	\$5,000
Musicians Making a Difference (MMAD)	\$4,000
OASIS Youth Support Network	\$5,000
Queer Screen Limited	\$5,000
Rainbow Recovery Club Inc.	\$4,970
Redfern and Inner City Home Support Service Inc.	\$4,633
Refugee Council of Australia	\$4,000
SafARI Initiatives Incorporated	\$5,000
SDN Glebe Children's Education and Care Centre	\$3,300
South East Neighbourhood Centre	\$4,000

Contributions and Grants

Local Community Grants (continued)

<i>Organisation in Application</i>	<i>\$ Amount Approved</i>
Spanish Community Care Association Inc.	\$5,000
St Vincent's Hospital Sydney Ltd	\$500
The 1788–1820 Pioneer Association	\$4,000
The Centre for Education and Research on Ageing	\$5,000
The Factory Community Centre Inc.	\$4,000
The Imperial Panda Festival	\$4,000
Sydney International Women's Day Collective	\$5,000
The Law Kitchen Incorporated	\$5,000
The National Association for the Visual Arts (NAVA)	\$5,000
National Association for the Visual Arts (NAVA)	\$5,000
The NSW Spanish and Latin American Association for Social Assistance Inc.	\$4,762
The Returned and Services League of Australia (New South Wales Branch)	\$3,000
The University of Sydney – Glebe Community Development Project	\$2,400
Through the Gap Educational Mentoring	\$2,100
Touching Base Inc.	\$4,800
Ultimo Public School Parents & Citizens Association	\$1,000
UnitingCare NSW ACT (UnitingCare Harris Community Centre)	\$4,000
YWCA NSW	\$4,500
Acceptance Sydney for Gay and Lesbian Catholics Inc.	\$1,800
Glebe Area Tenants Group	\$3,000
South Sydney Community Aid Co-op LTD	\$5,000
The Mustard Seed Uniting Church Ultimo	\$3,000
UCA The Wayside Chapel	\$5,000
UnitingCare Harris Community Centre	\$2,000
	\$390,500

Major Festivals

<i>Organisation</i>	<i>2010/2011</i>
Sydney Festival	\$500,000
Sydney Festival	\$1,100,000
Sydney Writers Festival	\$280,000
Sydney Film Festival	\$120,000
Australia Day Council of NSW	\$120,000
New Mardi Gras	\$150,000
Biennale of Sydney	\$230,000
Gadigal Information Service	\$50,000
	\$2,550,000

Quick Response

<i>Applicant/Organisation</i>	<i>Amount Approved</i>
Forest Lodge and Glebe Coordination Group (FLAG)	\$500
Sydney Institute of Criminology – University of Sydney	\$900
Chartered Institute of Logistics and Transport Australia (NSW)	\$1,000
Cry Havoc Incorporated	\$1,000
Mayors For Peace	\$1,000
NSW Network of Women with Disability (auspiced by Multicultural Disability Advocacy Association)	\$940
Ultimo Public School	\$1,000
Australia Bai Mei Martial Art Association Inc.	\$500
Dancekool Studios Inc.	\$500
Sydney Youth Dragon & Lion Dance Troupe	\$500
Sydney Korean Business Association (SKBA)	\$1,000
New South Wales Chin Woo Athletics Association Incorporated	\$500
DGT Vision Inc.	\$500
Dong Tam Association	\$1,000
Chungshan Society of Australia	\$1,000
Lions Club of Sydney Central	\$500
Australian International Youth Development Association	\$1,000
Bangarra Dance Theatre	\$400
Australia Guangzhou Association Incorporated	\$1,000
People with Disability Australia Inc.	\$700
Sydney Against Coal Seam Gas	\$450
Blackwattle Cove Coalition	\$900
Wunanbiri Preschool Incorporated	\$612
Gay & Lesbian Community Publishing Limited	\$500
Alexandra Osborne	\$500
Sydney Medically Supervised Injecting Centre (MSIC)	\$1,000
Total Environment Centre	\$500
Uniting Care Harris Community Centre	\$1,000
Rosemary Cutrone on behalf of Auntie Selena Blakeney	\$1,000
	\$21,902

Contributions and Grants

Other Grants

<i>Unit</i>	<i>Organisation</i>	<i>Cash Amount</i>	<i>Value in Kind</i>
City Culture and Community	Dictionary of Sydney	\$275,000	
City Culture and Community	Big Hart	\$15,000	
City Culture and Community	Australian Network on Disability	\$15,000	
City Culture and Community	General Thinking Ltd	\$10,000	\$5,000
City Culture and Community	Sydney Fringe	\$70,000	\$30,000
City Culture and Community	Historic Houses Trust NSW	\$15,000	
City Culture and Community	South Sydney Community Transport	\$85,333	
		\$400,000	\$35,000

<i>Unit</i>	<i>Organisation</i>	<i>Cash Amount</i>	<i>Value in Kind</i>
City Engagement	World Wide Fund For Nature	\$35,000	\$18,000

<i>Unit</i>	<i>Organisation</i>	<i>Cash Amount</i>	<i>Value in Kind</i>
City Strategy and Design	Total Environment Centre	\$15,000	
City Strategy and Design	NSW Dep Environment Climate Change Water	\$7,000	
City Strategy and Design	The Warren Centre For Advanced Engineering		\$12,000
City Strategy and Design	Gordon Frost Organisation		\$25,000
City Strategy and Design	Energy Efficiency Council	\$2,500	
City Strategy and Design	Energy Efficiency Council	\$2,500	
City Strategy and Design	Global Product Stewardship Council	\$10,000	
City Strategy and Design	Google		\$50,000
City Strategy and Design	Eco Tourism Australia	\$10,000	
City Strategy and Design	Walt Disney Company Australia Pty Ltd		\$100,000
City Strategy and Design	IMG Fashion	\$10,000	\$40,000
City Strategy and Design	Hannover Fairs Australia	\$20,000	
Office of the Chief Operating Officer	Black Lace	\$1,767	
Office of the Chief Operating Officer	INPUT Australia Inc	\$15,000	
Office of the Chief Operating Officer	News Limited & Vogue Australia	\$10,000	\$50,000
		\$103,767	\$277,000

Contributions and Grants

Value in Kind

Venue Hire Waiver – Major Venues

Organisation	VIK Value \$
Sydney Peace Foundation	\$5,454.55
Sydney Peace Foundation	\$3340.91
Synergy and Talk Oz	\$17,045.45
Sydney Youth Orchestra	\$3,409.09
Jessie Street National Women's Library	\$154.55
9th World Congress on Computational Mechanics and 4th Asian Pacific Congress on Computational Mechanics (WCCM 2010)	\$8,909.09
Friends of Barangaroo	\$18,323.64
Mary MacKillop Canonisation Ltd	\$2,181.82
SMASH	\$12,727.27
Orchestra Romantique	\$1,875.00
Beyond Zero Emissions Inc.	\$13,636.36
ACON Health Ltd	\$10,363.64
Jessie Street National Women's Library	\$154.55
Industry and Investment NSW	\$6,818.18
The Australian Dancers Guild Inc.	\$13,773.86
Sydney Youth Orchestra	\$3,409.09
University of Technology Sydney	\$647.73
White Ribbon Foundation	\$10,909.09
Sydney U3A Inc.	\$2,727.27
Sydney Symphony	\$8,400.00
Banksia Environmental Foundation	\$12,090.91
Premier's Council for Active Living	\$900.00
Jessie Street National Women's Library	\$154.55
The Australian Institute of Architects	\$1,800.00
Peter Pan Opportunity Committee Ltd	\$3,181.82
Australian Chamber Orchestra	\$6,363.64
Public Schools Charity Concert Committee	\$7,954.55
Sydney Festival	\$39,590.91
Property Industry Foundation	\$11,618.18
Frolic Events	\$1,950.00
Jessie Street National Women's Library	\$154.55
Screen Producer's Association of Australia (SPAA)	\$5,454.55
Sydney University Graduate Choir	\$10,909.09
The Australian Centre for Social Innovation (TACSI)	\$1,363.64
Sydney Youth Writing Competition	\$2,590.91
History Council of NSW	\$2,590.91
Japan Local Government Centre	\$4,545.45
Voiceless Limited (The Animal Protection Institute)	\$3,181.82
Paddington Public School	\$2,481.82

Venue Hire Waiver – Major Venues (continued)

Organisation	VIK Value \$
Company B Ltd	\$10,054.55
Radio Community Chest	\$3,345.45
Radio Community Chest	\$5,818.18
Radio Community Chest	\$7,272.73
Metropolitan Community Church Sydney	\$10,227.27
Sydney Festival	\$49,504.55
Sydney Festival	\$93,454.55
Sydney University of the Third Age (Sydney U3A)	\$1,376.00
Ausfeng Event Productions	\$15,163.64
The Paddington Society Inc.	\$1,275.00
National Disability Services	\$1,929.55
Jessie Street National Women's Library	\$2,472.73
Australian Security Medals Foundation Incorporated (ASMF)	\$2,727.27
Orchestra Romantique	\$3,750.00
Sydney Peace Foundation	\$13,636.36
Sydney Youth Orchestras	\$48,218.18
University of Technology Sydney	\$13,636.36
HMAS Melbourne	\$5,454.55
Goethe-Institut	\$1,500.00
Touching Base	\$2,672.73
Cancer Council NSW	\$1,260.00
British Council	\$4,472.73
Juvenile Diabetes Research Foundation	\$5,454.55
St James Ethics Centre	\$14,580.23
Sydney Film Festival	\$1,800.00
Sydney Writers' Festival	\$45,454.55
Sydney Writers' Festival	\$16,363.64
The Greek Orthodox Community of NSW	\$1,800.00
Sydney Youth Orchestras	\$2,326.70
Peter Pan Opportunity Committee Ltd	\$3,181.82
The Sydney Alliance	\$647.73
60th Dhammachai Education Foundation	\$18,238.64
Sydney Symphony	\$10,454.55
Sydney Gay and Lesbian Choir	\$11,372.73
Sydney Homeless Connect	\$19,909.09
Sydney Peace Foundation	\$5,454.55
Sydney Film Festival	\$13,636.00
The Jane Goodall Institute Australia	\$3,409.09
The Aurora Group	\$7,527.27
Sydney Science & Engineering Committee	\$1,164.77
	\$745,136.73

Contributions and Grants

Venue Hire Waiver – Community Venues

<i>Organisation</i>	<i>VIK Value \$</i>
Inner Sydney Regional Council Social Development	\$100.50
Society Arts & Crafts	\$145.00
2011 Residents Association	\$324.00
ACON	\$114.00
Al-Anon Erskineville	\$2,440.00
Alternative to Violence Project	\$166.00
Alternative to Violence Project	\$166.00
Augustine Fellowship	\$1,075.00
Ausdance	\$1,550.00
City University Third Age (U3A)	\$240.00
Club Bright	\$540.00
Cry Havoc	\$1,738.00
Crystal Set Choir	\$112.00
Crystal Set Choir	\$112.00
Darlinghurst Theatre (Darlo Drama)	\$2,490.00
Diabetes NSW	\$236.00
Dirtyfeet Collective (Tuesday)	\$13,105.00
Dirtyfeet Ltd	\$7,000.00
Dirtyfeet Ltd	\$400.00
Erskineville Toastmasters	\$774.00
Eternity Christian Church – Changemakers	\$5,500.00
Feet First Podiatry	\$4,500.00
Fred Copperwait	\$2,158.00
Friends of Erskineville	\$747.00
Girl Guides	\$920.00
Glebe Community Development Project	\$5,000.00
Glebe Point Resident's group	\$162.00
Inner Sydney Regional Council Social Development	\$65.50
Japan Karate Association	\$6,387.50
Johanna O'Dea Art & Craft Group	\$2,400.00
Karitane – Connecting Carers NSW	\$416.00
Kings Cross Rotary	\$432.00
Kirketon Road	\$150.00

Venue Hire Waiver – Community Venues (continued)

<i>Organisation</i>	<i>VIK Value \$</i>
Leichhardt Women's Health Centre	\$3,900.00
Narcotics Anonymous – Newtown	\$1,768.00
Narcotics Anonymous – Newtown Group 2	\$1,768.00
New Theatre – Brand Spanking New	\$4,357.00
Newtown Junior Australian Football Club	\$307.50
Nicotine Anonymous	\$280.00
Pact Theatre for Emerging Artists	\$240.00
Paraquad NSW	\$177.00
Pine Street Printmakers Exhibition	\$560.00
Pymont Action Group meetings	\$288.00
Rainbow Babies & Kids	\$117.00
Rainbow Recovery	\$190.00
Recreation & Peer Supportq	\$680.00
Redfern Legal Centre	\$800.00
Rotary Club of South Sydney	\$800.00
Shirley Tong 1	\$780.00
Shirley Tong 2	\$240.00
South Sydney District Cricket Club	\$215.00
South Sydney Youth Services	\$428.50
Sydney U3A (University of the Third Age)	\$646.00
Sydney U3A (University of the Third Age)	\$1,440.00
Team Sydney/Gay Lesbian Martial Arts	\$7,800.00
The Wayside AA group	\$1,742.00
Youth Off the Street	\$133.50
	\$91,323

Contributions and Grants

Banner Hire Waiver

Organisation	Amount Foregone
Diabetes NSW	\$3,315
State Library of New South Wales	\$1,005
State Library of New South Wales	\$2,010
Powerhouse Museum	\$6,660
Oxfam Australia	\$1,200
Moran Arts Foundation Ltd	\$5,445
RSPCA New South Wales	\$6,420
Cancer Council NSW	\$3,225
Newtown Entertainment Precinct Association	\$3,240
Vogue Australia/News Limited	\$990
Bicycle New South Wales	\$8,820
Alzheimer's Australia NSW	\$2,340
State Library of New South Wales	\$540
State Library of New South Wales	\$930
Walsh Bay Precinct Partnership Inc.	\$420
United Returned Soldiers Fund	\$1,440
Reportage Festival Incorporated	\$200
University of Sydney	\$1,224
Paraplegic & Quadriplegic Association of NSW	\$918
Sydney Festival Ltd	\$28,332
Art Gallery of NSW	\$20,646
Department of Premier and Cabinet	\$87,200
Redfern Waterloo Chamber of Commerce	\$4,400
Museum of Contemporary Art	\$10,584
New Mardi Gras	\$15,000
Steve Waugh Foundation	\$3,996
Alliance Francaise	\$16,902
Australian Art Fair Foundation	\$4,896
World Wide fund for Nature Australia (WWF)	\$17,604
Sydney Conservatorium of Music	\$972
Goethe-Institut Australia	\$21,750
Kings Cross & Potts Point Partnership	\$5,700
Mother's Day Classic/Women in Super	\$11,800
Moran Arts Foundation	\$3,510
Royal Hospital for Women Foundation	\$2,754
Art Gallery of NSW	\$20,196
Sydney Writers' Festival	\$3,402
Sydney Film Festival	\$5,094
Art Gallery of NSW	\$4,392
Chinese Consulate General in Sydney	\$15,000
Sids and Kids NSW	\$720
	\$355,192

Accommodation Grants Program

Organisation	AGP Value \$
Alleena Home Care Service of NSW (Lease in name of Home Care Services of NSW)	\$24,129
Asian Australian Artist Association (4A Centre for Contemporary Asian Art)	\$58,516
Common Equity NSW LTd	\$32,401
Australian Guild of Screen Composers	\$1,739
Australian Screen Editors Guild	\$1,739
Beehive Industries	\$174,675
Brand X Productions Inc	\$64,890
CatholicCare – Alive Program	\$25,956
Darlinghurst Theatre Company	\$46,146
East Coast Theatre Company	\$16,883
East Sydney Community-based High School	\$70,204
Eastern Sydney Respite and Recreation	\$22,510
Eastside Radio	\$14,970
Emergency Architects Australia	\$33,765
Firstdraft Depot	\$64,890
NSW Gay & Lesbian Rights Lobby Inc	\$7,575
Glebe Community Development Project	\$15,914
Inner City Legal Centre	\$33,765
Inner Sydney Regional Council for Social Development	\$57,594
Carter Evans Day Centre	\$11,811
Jessie Street Women's Library	\$124,673
Kings Cross Community and Information Centre	\$67,531
KU Children's Services: Frances Newton Pre-School	\$13,261
KU Children's Services: James Cahill Pre-School	\$26,523
KU Children's Services: John J Carroll Pre-School	\$20,157
KU Children's Services: Lance Pre-School and Child Care Centre	\$67,923
KU Children's Services: Maybanke Pre-School	\$16,972
KU Children's Services: Phillip Park Children's Centre	\$103,749
KU Children's Services: Rushcutters Bay Pre-School	\$25,462
KU Children's Services: Sunbeam Preschool	\$26,523
KU Children's Services: Ultimo Child Care Centre	\$106,090
Glebe Music Project	\$10,300
Magic Pudding Childcare Centre	\$111,911
Mandala Community Counselling Services	\$5,628
Metro Screen	\$19,712
Older Women's Network	\$32,781
PACT Centre for Emerging Artists	\$59,957
Physical Disability Council of NSW	\$2,391

Contributions and Grants

Accommodation Grants Program (continued)

<i>Organisation</i>	<i>AGP Value \$</i>
Positive Life NSW (previously PLWHA)	\$5,628
PRIDE History Group	\$16,883
Radio for the Print Handicapped of NSW Co-Op Ltd	\$20,381
Recreation and Peer Support	\$1,857
Redfern Legal Centre	\$32,608
Rosebery Child Care Centre	\$20,600
SDN Children's Services: Lois Barker Childcare Centre	\$76,491
SDN Children's Services: Pyrmont Childcare Centre	\$54,636
SDN Children's Services: Surry Hills Childcare Centre	\$131,127
SESI (South Eastern Sydney and Illawarra): Kings Cross Early Child Health Centre	\$10,927
South East Neighbourhood Centre	\$28,137
South Sydney Community Aid Cooperative MNC	\$16,881
Weave – Youth Family Community	\$8,500
SSWAHS: Glebe Early Child Health Centre	\$11,817
Surry Hills Neighbourhood Centre & Long Day Care Centre	\$77,250
Sydney Gay & Lesbian Choir	\$21,218
The Protective Behaviours Consultancy Group	\$16,883
The Women's Library	\$39,393
Tom Bass Sculpture Studio School	\$23,897
Vibewire Youth Inc	\$77,660
Walla Mulla Family & Community Support	\$47,849
Women in Film and Television	\$5,099
Wrap with Love Inc.	\$33,765
South Sydney Heritage Society Inc.	\$16,883
Luncheon Club	\$30,000

Human Resource Activities

Human Resource Activities – S.428 (2) (m)

The City must report on human resources activities (such as training programs) undertaken during the financial year.

At 30 June 2011, the City employed 1750 employees and 113 casual staff.

During 2010/11 the City had an average vacancy rate of seven per cent. The City continues to focus on managing attendance with an average of 8.94 days sick leave taken per employee.

The City continues to demonstrate its strong commitment to safety, health and wellbeing for staff. In September 2010 the City retained its self insurers licence for the next three years following an audit by WorkCover of a redeveloped safety management system (SMS). In May 2011 the OHS Corporate Management Plan was endorsed by the Executive and includes the following objectives to ensure a safe workplace for staff, contractors and visitors:

- Improve business systems through the ongoing management of the SMS
- Ensure all new and existing staff are aware of their OHS responsibilities
- Support staff in developing Safe Work Method Statements
- Ensure corrective actions are closed within nominated timeframes
- Review and improve Contractor Management SMS procedures.

The City continued with a program of training and development and spent \$1.26m on the learning needs of staff in 2010/11.

Priorities for training included management skills, influencing and negotiation skills, project management, and business writing.

A major initiative was Code of Conduct training for all staff and Councillors – 105 sessions were delivered in 2010 with an attendance rate of 98.6 per cent. In 2011, further sessions were held for new starters and staff who did not attend in 2010.

In 2010/11 the City expanded its Higher Education program with 106 staff or 6.1 per cent of the workforce undertaking formal education. This represents a 17 per cent increase on the equivalent figure from 2009/10.

This year the City focused on further developing our high performing and values based culture. The Bi-Annual Managers' Conference was held in October 2010 and May 2011. The October 2010 conference finalised the City's Purpose, Values and Behaviours. The May conference focused on Ethical Leadership and provided tools for managers for ethical decision making.

The Women in Leadership program was evaluated in December 2010 and Executive endorsed the continuation of this program (renamed Developing Women Leaders). Forty two applications were received with 17 women from across the organisation meeting the criteria to participate in the 2011 program.

A Workforce Planning Survey was undertaken in 2010 to identify workforce issues and these were incorporated into the Workforce Strategy.

The Workforce Strategy 2011–15 was finalised and endorsed by Council as part of the Integrated Planning and Reporting plans in June 2011. Individual strategies are now in preparation as part of the action plan.

Equal Employment Opportunity

Equal Employment Opportunity (EEO) Activities

– S.428 (2) (n)

The City must report on activities undertaken by Council to implement the EEO Management Plan.

Equal Employment Opportunity (EEO) continues to be integral to effective people management in the City through policy change and review.

Objectives of the management plan include:

1. Maintain employment policies and practices that are consistent with anti-discrimination legislation and ensure fair and equitable access to jobs, conditions of employment, promotions, training and development opportunities.
2. Gain the commitment of all staff and Councillors to an equitable working environment that is free from unlawful discrimination and harassment.
3. Seek to employ a range of staff at all levels that reflects the social composition and diversity of the community.

Strategies to achieve these objectives include:

1. Actively incorporate EEO principles into all policies and practices affecting City staff.
2. Integrate EEO principles into mainstream training and development activities and implement specialist EEO training programs.
3. Communicate and promote the principles and practices of EEO in the City.
4. Implement initiatives and special programs to assist the recruitment of EEO groups.

In 2010/11 the City's EEO and Anti-discrimination Policy was reviewed and updated together with the City's Harassment, Bullying and Unacceptable Behaviour Policy.

Training continued to be delivered in the areas of cultural awareness, Aboriginal cultural respect and disability awareness.

There was increased support for the Aboriginal Employment Service school-based traineeships with seven new trainees starting in 2011. As a result of this program, two former trainees have successfully begun apprenticeships with the City (in Fleet Management and Construction).

LGA s428 (2) (o) External Bodies

The City must report on any external bodies exercising delegated functions of the Council.

During 2010/2011 there were no external bodies exercising delegated functions of the Council.

s428 (2) (p) Controlling Interests in Companies

The City must report on all companies in which Council held a controlling interest during the financial year.

Nil Return

Partnerships

Partnerships, Cooperatives and Other Joint Ventures – S.428 (2) (q)

The Food Regulation Partnership

The City has a partnership with the NSW Food Authority.

The partnership's objectives are:

- Safer food for consumers – reduce the impact of foodborne illness caused by the retail food sector
- Strengthen the food safety response capacity of NSW State and local government agencies
- Better use of local and State government resources, including avoiding duplication of food regulation services.

These types of partnerships will maintain consistencies in food regulation across the State, require increased level of reporting and provide training for staff monitoring and enforcing food safety.

Low Carbon Living (LCL) Cooperative Research Centre (CRC)

The City has agreed to enter into a partnership with the University of New South Wales (UNSW) and other participants to establish the Low Carbon Living Cooperative Research Centre (LCL CRC). This is subject to funding from a Cooperative Research Centre grant.

Participating in the LCL CRC will provide valuable research funding that can be applied to investigate the positive contribution green roofs can make to the City's urban environment.

Participation will also improve the City's ability to engage with the property industry and the State Government on green roof issues.

Design for Cities (DFC) Cooperative Research Centre (CRC)

The City has agreed to enter into a partnership with the University of Technology Sydney (UTS) and other participants to establish the Design for Cities Cooperative Research Centre (DFC CRC). This is subject to funding from a Cooperative Research Centre grant.

The DFC CRC's research will focus on two major areas: the knowledge and information economy and design and place-making.

Participating in the DFC CRC will provide valuable research that can be applied to the City's ongoing policy and urban management work. Participation is also likely to improve the City's ability to engage with the Federal Government on city-focused issues.

University of New South Wales Faculty of Built Environment (UNSW) MOU

In April 2010 the City and the UNSW Faculty of Built Environment entered into a MOU to establish the 'Urban Research Board' whereby the City and the UNSW can explore and develop teaching and research ideas and projects based on the built environment of the city. The collaboration is intended to integrate activity involving the design professions, construction, property development and information technology.

Transforming Sydney – A City/State Partnership 2010–2015

The City, Department of Transport NSW and Department of Planning NSW signed a five year MOU in September 2010 to work together to improve public transport, taxi, walking and cycling in the City. Under the agreement several practical changes to how public transport, taxis and traffic signals operate have been completed and a wider range of more substantial projects are in development. With the change of State Government in March 2011, a renegotiation process began on a new agreement without affecting delivery of the existing interagency projects.

Inner City Mayors' Supply for Affordable Housing Project

The City received Commonwealth Housing Affordability Funding for the Inner City Mayors' Affordable Housing Project on behalf of 11 inner metropolitan councils. Recognising the need to increase the supply of affordable rental housing the Inner City Mayors' Forum initiated the project which identifies sites owned by council, government agencies and the private sector for the development of affordable rental housing.

The project identifies 20 sites producing 1000 new homes, half of which are to be dedicated for affordable rental housing. The project also aims to identify issues that affect the provision of affordable rental housing and to help develop a best practice guide.

Wentworth Park Sporting Complex Trust

Council is a member of the Wentworth Park Sporting Complex Trust which is made up of representatives of the Department of Lands, Department of Racing and Gaming, Greyhound Racing NSW, the Greyhound Breeders, Owners and Trainers Association, the local community and Council. The Trust makes decisions on the management and operation of the sporting complex and its relationship to the adjoining residents and parkland. Projects delivered by the Trust include the upgrade of Wattle Street, improved changerooms for the sports fields and opening the light rail viaduct arches. Council is also working with the Trust on northern boundary improvements between the park and the sporting complex, and improved public access through the sporting complex.

Partnerships

Chief Operations Office

Annual Report Partnerships

Implementation Deed with Landcom

The Green Square Implementation Deed is an agreement between Council and Landcom on the development of Green Square town centre. The deed sets out how the parties will achieve the urban renewal of Green Square town centre by design, development, management and co-ordination of the works described in Council's draft Green Square Town Centre Infrastructure Strategy of November 2005. The deed also sets out how the parties will facilitate this development with Landcom providing development management services and both parties contributing to the funding of the development.

Owners Consent Deed with Frasers

The City has established a cooperative deed of agreement with Frasers Property for developing the former Carlton and United Brewery, Chippendale. The key components of the agreement, and the relative voluntary planning agreement with the Minister for Planning, include commitment to precinct water and energy saving programs, Council ownership of primary roads, an increase in the contribution for the community facilities, the option of monetary contributions to Council for road crossings, Council approval of management plans, a fast-tracked completion date for a public park and extended maintenance periods for Council roads.

Scouts Australia

In early 2008, Scouts Australia approached the City with the offer of a gift of art to celebrate the Centenary of Scouting to be sited in Scout Place at Circular Quay, sponsored by Dick Smith AO and Pip Smith. The City entered a Memorandum of Understanding with Scouts Australia detailing funding and selection process for the public art work, including details of the Scout Place Public Art Selection Committee, which included representatives of Dick Smith and Scouts Australia, and the City's Public Art Advisory Panel. The CEO approved the calling for quotes from public art consultants to run an invited competition for the project. As a result of this competition, Council resolved to commission the work Windlines by artists, Jennifer Turpin and Michaelie Crawford. The work was unveiled by the Lord Mayor, Michael Jeffrey and Dick Smith on 19 September 2011.

National Institute for Experimental Arts (NIEA), COFA, UNSW

Curating the City is a groundbreaking creative arts driven research program by the National Institute for Experimental Arts (NIEA) at the College of Fine Arts, University of New South Wales, being conducted over five years as part of an Australian Research Council funded project. Led by NIEA, Curating the City is a partnership research project with Object: Australian Centre for Craft and Design, Digital Eskimo and the City, to demonstrate the capacity of the arts to promote and create sustainable urban cultural environments. The research project will provide a project website and database register of global best practice sustainable public art projects and bring national and international artists to Sydney for project workshops and symposiums. Council approved cash sponsorship for the NIEA at the University of New South Wales of \$20,000 (excluding GST) a year for five years from 2011/12 to 2015/16 to a total of \$100,000.

Employment and Local Development Project

Organisation for Economic Cooperation and Development/Local Employment & Economic Development Climate Change (OECD/LEED), Employment and Local Development Project with project partners Sydney Institute, Northern Sydney Institute, South West Sydney Institute, Western Sydney Institute and Regional Development Australia Sydney.

Memorandum of Understanding – Marrickville Council

The MOU between Council and Marrickville Council was developed following a Resolution of Council on 15 December 2008 and is effective for three years from 1 July 2009. The objective of the MOU is to achieve strategic and coordinated business development in the Newtown, Enmore and Erskineville area. Marrickville Council administers a Service Agreement with the Newtown Precinct Business Association to deliver projects funded according to a schedule and work plans. Funds are released subject to key performance indicators being met in the MOU.

International Memorandum of Understanding – Chongqing

A Memorandum of Understanding between the City, NSW Government and Chongqing of the People's Republic of China was signed in February 2010 to formalise the strong will of all the parties to develop friendly cooperative relations.

International Memorandum of Understanding – Hubei

A Memorandum of Understanding was signed on the establishment of friendly cooperative relations between the Province of Hubei of the People's Republic of China, the State of New South Wales and the City.

Partnerships

Better Buildings Partnership

The Better Buildings Partnership is a collaboration of a number of Sydney's leading public, private and institutional landlords. The Partnership aims to improve the sustainability performance of existing commercial and public sector buildings across Sydney's local government area. The partnership will deliver resources and tools to tackle the challenges facing the commercial property sector and help Sydney become one of the world's top sustainable cities. The Founding Members are: AMP Capital Investors, Brookfield Office Properties Australia, Charter Hall, The City of Sydney, Colonial First State, DEXUS Property Group, Frasers Property, The GPT Group, Investa Property Group, Lend Lease, Mirvac, Stockland, The University of Sydney, and the University of Technology.

CitySwitch Green Office Collaboration Agreement (DECCW)

The collaboration agreement is between the CitySwitch NSW partnering councils which include the City of Sydney, North Sydney Council, Parramatta City Council and Willoughby City Council, and the NSW Department of Environment, Climate Change and Water (DECCW). The initial term of the agreement is from 1 January 2010 to 1 January 2012, with an option to extend it for a further 12 months subject to suitable outcomes and availability of DECCW funding. The agreement is intended to help local councils and DECCW work together to promote business participation in, and environmental outcomes from, the CitySwitch Green Office program and DECCW's Sustainability Advantage program. The main objective is to ensure an integrated offering of NSW State and Local Government environmental programs to NSW businesses.

Green Living Centre MOU with Marrickville Council

The Green Living Centre (previously known as The Watershed) is at 218 King Street, Newtown.

The Centre is a partnership between the City of Sydney and Marrickville Council. The partnership is part of an ongoing commitment to support sustainable environments. Both Councils in June 2009 committed to a further five year partnership for the Centre. The Green Living Centre was originally funded by the NSW Stormwater Trust with a focus on stormwater pollution and water conservation, and has since expanded its focus to embrace innovative and practical solutions for sustainability.

The Green Living Centre's staff and volunteers offer a professional advisory and referral service to promote simple cost-effective ideas for more sustainable living. Included are a range of environmental programs, including worm farming and composting, grey water reuse, rainwater tanks, energy and water efficiency, recycling, natural cleaning, sustainable housing, and permaculture.

Cooks River Sustainability Initiative (Our River)

The City is working in partnership with seven other councils in the Cooks River catchment to build capacity of Council staff and the community in planning for catchment management with the view to develop best practice water conservation and stormwater quality improvement. The project team is working with communities, businesses and councils for long-term improvement of the catchment.

Smart Green Business

The City is one of 14 councils working with Sydney Water in a Council Partnership Pilot program, based on Sydney Water's Every Drop Counts Business Program targeting small to medium businesses. The sustainability program offers free assessments to identify opportunities to save water and money and help to make them happen. The program also includes help in waste avoidance and recycling strategies and a referral to NSW Government energy efficiency programs.

The Social Housing Sustainability Partnership (SAVE)

The Social Housing Sustainability Partnership, now known as SAVE for "Sustainability Values Everyone" is a \$1.75 million, three-year Urban Sustainability Project funded by the NSW Environmental Trust to work in partnership with Housing NSW, City of Sydney, City of Canterbury, Marrickville and Randwick City Councils. It aims to bring greener choices within reach of social housing tenants, low income, culturally and linguistically diverse communities and Aboriginal and Torres Strait Islander residents.

Greater Sydney Partnership

Director (company wound up as at 31/07/2011)

The Greater Sydney Partnership is a NSW Government initiative to drive tangible economic value for the Sydney community through the creation of the Greater Sydney Partnership that will have Brand Sydney at its core. It was launched on 30 April 2010 to continue the work begun by Project Brand Sydney. The creation and objectives of the Greater Sydney Partnership align closely with Sustainable Sydney 2030, particularly Objective 1.4 which seeks to improve tourism infrastructure, accommodation, assets and branding of Sydney, and Objective 10.4 which seeks to establish and monitor partnerships for change.

Transport MOU

In September 2010, the City signed a 'Transforming Sydney Memorandum of Understanding' with the former NSW Government which will guide improved public and active transport options, as well as traffic flows for the whole of the City centre. The City has set aside \$180 million to ensure light rail, if it is introduced in the city centre, delivers the maximum benefits for the city.

Partnerships

Homelessness Outreach

The City continues to partner Housing NSW to jointly fund an Assertive Homelessness Outreach and Support Service for rough sleepers. This service, Way2Home, is provided by Neami, a non-government service provider. The Federal Government has also provided funding towards the inclusion of a Health Outreach Team in the Way2Home Service which will be operated by St Vincents Hospital in partnership with Neami.

Way2Home focuses on referring rough sleepers who have been homeless over a long term into stable and supported housing.

YWCA Homelessness Brokerage Service

The City continues to partner Housing NSW to jointly fund the Homelessness Brokerage Program operated by the YWCA under contract to the City. This program provides help to prevent new or enduring homelessness to people at risk or who have recently fallen into crisis.

Public Housing MOU (Housing NSW)

The City of Sydney and Housing NSW signed an MOU in August 2009 to work together with residents and the community to significantly improve the amenity, safety, health and wellbeing of people living in and around public housing areas. Staff from the two organisations meet monthly to discuss and resolve issues of interest to public housing residents and their local communities. These have included bed bugs, cleansing, safety, pet education, recycling, community events, the Camperdown Project (Common Ground), cycle paths and urban planning for Woolloomooloo.

Redfern Community Centre

The City and Redfern Police Command signed an MOU in August 2009 to improve the levels of understanding and cooperation between the police and the Redfern Community Centre, and to allow each to pursue their activities with respect and consideration for each other.

The MOU aims to bring consistency and agreed standards to the work of the police when they need to visit the centre in relation to their duties, and makes clear the expected responses of the centre staff.

Events NSW

The MOU between the City and Events NSW was signed in May 2009 following a resolution of Council on 8 December 2008.

It is valid for three years (1 January 2009 – 31 December 2011). It may be amended in writing, by joint agreement of the parties. It continues subject to review by both parties and report to the Council and ENSW board.

The MOU sets out a formal relationship and standard processes between ENSW and CoS. The parties agree to work in a cooperative and consultative manner and improve coordination of development, production and or sponsorship of events for Sydney.

Green Square

The City has established a high level interagency forum chaired by the Director of City Culture and Community to consider, develop and implement a Social Infrastructure and Services Strategy for Green Square. Key State and Federal agencies and NGOs involved include Health and Ageing, General Practice, Education, Community Services, Housing and Police. This taskforce will be crucial to the future development of infrastructure and services for this important urban renewal Village Centre.

Local Government General

Local Government (General)

Regulation 2005

Rates and Charges

Clause 132

Details of Rates and Charges Written Off 2010/11

Written-off under s575 LGA 1993:

Mandatory Pensioner Rates & Charge reduction*	\$630,990.17
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Written-off under s583 LGA 1993:

Current City of Sydney Council Pensioner Policy Rates & Charges written-off	\$1,893,382.78
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Ex South Sydney Council's Pensioner Policy 10 year write-off	\$178,458.53
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	\$2,702, 831.48
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Written-off under s595 LGA 1993:

Postponed Rates Written-off	\$9,431.12
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Written-off under s607 LGA 1993:

Rates Doubtful Debts Written-off	\$19,391.97
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Small Balances Written-off	\$2,796.26
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	\$22,188.23
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Total	\$2,734,450.83
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*\$347,044.55 of the \$630,990.17 mandatory reduction in rates and charges is subsidised by the State and Federal governments.

Council Overseas Visits

Clause 217 (1)

(a) Overseas Visits Undertaken by Councillors and Others Representing Council

Councillors and Staff

In July 2010, Councillor Robert Kok represented the Lord Mayor at the World Exposition Forum in Shanghai and was accompanied by a City of Sydney staff member. Councillor Kok delivered a speech on behalf of the Lord Mayor at the session Best Practices in the Environmental and Energy Management of Cities, during the forum Towards a Low-carbon City: Environmental Changes and Urban Responsibilities. The cost of Councillor Kok's airfares, accommodation in Shanghai, conference registrations and transportation were met by the Shanghai World Exposition Executive Committee, while the City of Sydney met minimal incidental costs incurred by Councillor Kok.

The City of Sydney met the travel, accommodation and meal costs for the staff member.

At the invitation of the Hubei Cultural Department, Councillor Kok also travelled to Wuhan, the capital city of Hubei Province, to discuss the preparation of Hubei Province's participation in the City of Sydney's Chinese New Year Festival 2011. The Hubei Government met the costs of Councillor Kok's airfares, accommodation and transportation.

From 16–17 October 2010, Councillors Irene Doutney and Shayne Mallard represented the Lord Mayor and the City at the Nagoya Sister Cities Festival. Councillors Doutney and Mallard were accompanied by a City of Sydney staff member. 2010 marked the 30th Anniversary of the Sydney-Nagoya Sister City relationship and Sydney was the Festival's honoured city.

The costs of flights, accommodation and meals were met by the City of Sydney.

While in Nagoya, Councillor Doutney also represented the Lord Mayor at the City Biodiversity Summit, which was held in Nagoya from 24 to 26 October 2010. The Summit brought together heads of local authorities and representatives of related international organisations to share information about how cities can expand local initiatives to conserve and promote biodiversity.

In November 2010, Councillor Robert Kok, as a Councillor of the City of Sydney and Chair of the New Year Advisory Group, led a media delegation to Hubei Province in China to promote Hubei's participation in the City of Sydney's Chinese New Year Festival. Councillor Kok was accompanied by two City of Sydney staff members.

The delegation met officials, performers, and directors involved in planning for the Chinese New Year Festival, as well as officials involved in cultural and economic development, and attended events which showcased Hubei's cultural heritage. The delegation was an important opportunity to promote the festival through the Sydney media, as well as strengthening Sydney's profile in China and enhancing future cultural and economic benefits from the City's relationship with China and Hubei Province.

The costs of flights, food and accommodation for Councillor Kok and the two City of Sydney staff members were met by the People's Municipal Government of Hubei.

From 31 May–2 June 2011, the Lord Mayor attended the 4th biennial C40 Large Cities Climate Change Summit held in Sao Paulo, Brazil. The Summit provided C40 cities with the opportunity to share innovative and proven strategies for action on climate change and reported to a Summit plenary session on City sustainability strategies. Other Summit sessions focused on energy efficiency, tree management, waste management, sustainable construction and sustainable investment.

Following the Summit, the Mayors of New York and Portland provided the Lord Mayor with access to local experts for site inspections and briefings covering parks and public space, public transport and light rail planning, walking and cycling infrastructure, energy efficiency and trigeneration, sustainable development and urban renewal. In Portland, the Lord Mayor made a presentation on the City's bike network to a forum of government, business and cycling representatives.

The C40 Leadership Group and the Sao Paulo Government met Summit costs for the Lord Mayor with additional costs of flights, accommodation and meals met by the City of Sydney.

Council Overseas Visits

Other Council Staff

1st Quarter Report on Overseas Travel for 2010/11

International travel by Council Officers for the period 1 July – 30 September 2010.

In July 2010, the Councillor Support Officer accompanied Councillor Robert Kok to Shanghai to represent the Lord Mayor at the World Expo Forum.

The outcome was City of Sydney representation at the World Expo Forum.

The cost of airfares, accommodation and incidentals was met by the City of Sydney.

In July 2010, the Arboricultural Services Manager was formally invited to give a presentation at the ISA Conference on the City's Tree Management strategy and draft Greening Sydney Plan in Chicago.

The conference provided an opportunity to demonstrate the City's systematic framework for the management of green infrastructure (plants, trees etc).

The conference also provided the opportunity to learn the latest research, technology and exchange perspectives on managing the urban forest among Americans and other international city representatives. Meetings were also held with Chicago City Council and the Moreton Arboretum. The conference provided in-depth information on the latest management practices to guide policy development, increased canopy cover, tree protection, pest and disease management and other greening initiatives. This will help the City achieve its environmental objectives.

Expenses for airfares, accommodation and incidentals were met by the City of Sydney and ISA contributed funding.

In August 2010, the Design Director attended the 2010 Venice Architecture Biennale and visited Jan Gehl in Copenhagen.

The Design Director was formally invited by the Australian Institute of Architects to attend the opening of the Australian pavilion at 2010 Venice Architecture Biennale. The invitation was extended as part of her role as one of the inaugural Venice Biennale Ambassadors.

Jan Gehl had also invited the Design Director to Copenhagen to experience Copenhagen's light rail, cycle network and public spaces.

Information from the visit will be used to help achieve design excellence and design policies that shape the City's public areas as well as to help implement *Sustainable Sydney 2030*.

The cost of airfares, accommodation and incidentals was met by the City of Sydney.

In September 2010, the IT Project Manager and Technology & Applications Support Officer attended the annual Infor Public Sector User Forum for the Pathway system in Queenstown, New Zealand. Infor is the supplier of Pathway, the City's corporate land and property information system.

The forum focused on current issues affecting local government, briefings on product development and networking opportunities with Infor staff and other councils across Australia and New Zealand.

The User Forum enabled Information Management to understand the strategic direction that Infor is planning for the Pathway system and to learn how other councils use the system and handle associated issues.

The cost of airfares, accommodation and incidentals was met by the City of Sydney, with a minor amount reimbursed by Infor.

Council Overseas Visits

In September 2010, the Sustainability Director was invited to speak at the annual summit of 'The Future of Canada's Infrastructure' and to visit another C40 City, New York.

The City of Sydney was invited to speak at the Summit on 'A sustainable road map to climate change prevention through a decentralised energy infrastructure'.

New York City councils were also visited to discuss sustainability and climate change policy.

The Summit was an opportunity to show the City of Sydney's environmental leadership initiatives to other municipal governments. It was also an opportunity to exchange information with other Canadian and international city representatives. Of particular note was the introduction of a Canadian advanced waste technology (plasma gasification) provider. The Sustainability Director also visited the Toronto Municipal Government and Toronto atmospheric fund, both of which are world leaders in implementing new technologies such as electric vehicles and LEDs, and sustainability programs with business and residents.

Meeting were also held with New York Municipal government, Clinton Climate initiative representatives, a fuel cell provider, the Climate Group and representatives from the Empire State building which has recently had an energy efficiency upgrade using an energy performance contract. Particular projects investigated included the combined heating and power scheme operated by ConEdison in New York.

Lessons learnt from the discussions will be used to shape the City's environmental policies, strategies and programs.

The cost of airfares, accommodation and incidentals was met by the City of Sydney.

In September/October 2010, the Manager City Infrastructure attended the Climate Group's Global Lightsavers Program LED Safari Study Tour.

The City is a partner of the Climate Group LightSavers program. To improve its municipal partners' knowledge of LED technical, procurement, and deployment issues, The Climate Group organised the LED Safari, a study tour that was held in collaboration with the Illuminating Engineering Society of North America's annual Street and Area Lighting Conference.

Public area lighting is a major component of greenhouse gas emissions. The selection and installation of LED technology is seen as an important way to reduce greenhouse gases. The study tour enabled participants from international cities to get the latest information about LED technologies and their performance, learn about a variety of American and international LED luminaire and smart control products commercially available, and see LED streetlight luminaire deployment in action. The study tour provided an opportunity to learn and share field experience from LED trials and projects among American and international cities to help with our own LED trials and rollout across the city.

The costs of airfares, accommodation and incidentals were met by the City of Sydney.

2nd Quarter Report on Overseas Travel for 2010/11

International travel by Council Officers between 1 October – 31 December 2010.

In November 2010, a Communications Advisor and Councillor Support Officer accompanied Councillor Kok to Hubei Province, China.

The Hubei Province sent more than 200 performers, artists and support staff to participate in the City of Sydney 2011 Chinese New Year Festival. The Hubei Provincial Government requested a media delegation visit Hubei Province to promote its participation in the Chinese New Year Festival.

The delegation to China provided an opportunity to build working relationships with Hubei Province officials before their arrival in Sydney in January 2011, to allow smoother operations for the event.

Cost to the City – \$111 for incidentals.

All flights, food and accommodation for two City of Sydney staff were met by the Hubei Government.

In November 2010, the Sustainability Director and Manager Strategy and Assets attended the C40 Workshop in Hong Kong.

The C40 Workshop focused on two main areas of city sustainability: sustainable buildings and electric vehicles.

The Sustainability Director presented at the Workshop on the NABERS (National Australian Built Environmental Rating System). The Manager Strategy and Assets presented at the Electric Vehicle Network.

Lessons learnt from the discussions will be used to shape the City's environmental policies, strategies and programs. The Workshop will also help develop the City's Low Emissions Vehicle Strategy.

Expenses for airfares, accommodation and incidentals were met by the City of Sydney.

In December 2010, the Manager Cleansing and Waste visited the Energos Waste Gasification Facility in Sarpsborg, Norway.

The Energos Waste Gasification Facility uses similar technology to that which is being investigated as part of the City's Advanced Waste Technology business case and was recommended by Allan Jones as a relevant example.

The visit provided the City staff member with an opportunity to meet with Energos representatives and view the facility operations.

Lessons learnt from the visit will help produce the City's Advanced Waste Technology business case.

Cost to City of Sydney – \$71 for airfares and incidentals. This trip was taken while the City staff member was on personal leave to the UK.

Council Overseas Visits

2nd Quarter Report on Overseas Travel for 2010/11 (continued)

In December 2010, Protocol Project Coordinator attended the Biodiversity Summit and Nagoya Sister Cities Festival in Japan.

The Protocol Project Coordinator accompanied Councillors Doughty and Mallard to the Biodiversity Summit and Nagoya Sister Cities Festival in Japan.

The Councillors reported back to Council on the Summit and Festival.

Expenses for airfares, accommodation and incidentals were met by the City of Sydney.

3rd Quarter Report on Overseas Travel for 2010/11

There was no international travel carried out by Council Officers for the period 1 January – 31 March 2011.

4th Quarter Report on Overseas Travel for 2010/11

This report contains an update on international travel carried out by Council Officers for the period 1 April – 30 June 2011.

In March/April 2011, StreetShare Coordinator attended the Velo-City 2011 International Cycling conference to co-present a paper on the City's program to move people from the intent to cycle to actually getting on a bike. The Velo-City conference is the world's premier cycling conference. The conference was in Seville, Spain, where the Coordinator was on leave.

The cost of conference fees only were met by the City of Sydney.

In March/April 2011, Manager Homelessness attended a conference on homelessness in Washington, USA.

The Manager was invited to attend a conference in Washington alongside a small group of leading researchers, policy makers and practitioners from Australia, Canada, the European Union and the United States. The conference was aimed at formulating an international partnership on homelessness research, policy and practice.

In the US, the Manager met with US government policy makers, lobbyists and service providers in Washington and New York.

The City has now been invited to join an International Alliance on Ending Homelessness through collaboration in research policy and practice that came about as a result of this conference.

Lessons learnt from the conference and discussions will be used to shape the City's homelessness strategies and programs.

Expenses for airfares, accommodation and incidentals were met by the City of Sydney.

In April/May 2011, Strategy Director met with key policy makers in Copenhagen, London and Vienna.

The Director was invited to teach for four days at the Copenhagen Business School as well as meet key policy makers and their representatives in Copenhagen, London and Vienna.

The visit was an opportunity to promote *Sustainable Sydney 2030*.

Lessons learnt from the discussions will be used to shape the City's policies, strategies and programs.

Expenses for airfares, accommodation and incidentals were met by the City of Sydney.

In May 2011, Director Legal & Governance attended the Women's Leadership Symposium at Harvard Business School, USA.

The symposium focused on developing leadership capacity with a particular focus on women's leadership.

The symposium is part of the City's strategy to build its organisational capacity. The initial work has focused on developing management and leadership skills and this course has provided skills to support that.

Expenses for airfares, accommodation and incidentals were met by the City of Sydney.

Council Overseas Visits

In May/June 2011, CEO, Chief Development Officer – Energy & Climate Change, Acting Chief of Staff and Policy Manager attended the C40 Large Cities Climate Change Summit in Sao Paulo, Brazil.

The 4th biennial C40 Large Cities Climate Change Summit was held in Sao Paulo, Brazil from 31 May to 2 June 2011. The City joined the C40 in 2007 to access international expertise on action to reduce carbon emissions in major cities

The theme of the Summit was 'Climate Change and Cities: Mitigation, Adaptation and Challenges.'

Officers returned to Sydney via New York and Portland to meet with experts in sustainability, public space and city development.

The Summit provided C40 cities with the opportunity to share innovative and proven strategies for action on climate change.

The Mayor reported to a Summit plenary session on City sustainability strategies. The Chief Development Officer – Energy & Climate Change presented workshops on the City's green infrastructure plans and trigeneration work. Other Summit sessions focused on energy efficiency; tree management; waste management; sustainable construction; and sustainable investment.

The Mayors of New York and Portland provided City staff with access to local experts for site inspections and briefings, covering parks and public space; public transport and light rail planning; walking and cycling infrastructure; energy efficiency and trigeneration; sustainable development; and urban renewal. In Portland, the Lord Mayor presented on the City's bike network to a forum of government, business and cycling representatives.

Lessons from the trip will be incorporated into the City's policies and programs.

Expenses for airfares, accommodation and incidentals were met by the City of Sydney.

In June 2011, Director City Culture & Community undertook training with Projects for Public Places in 'Placemaking: Making it happen' in New York.

The training focused on how to apply place based implementation and management, how communities can make it happen, and the roles that public space management organisations play in creating great public spaces.

Whilst in New York, the Director also met with numerous key placemaking contacts, the Director of the National Museum of the American Indian and colleagues at New York City Council.

The training and meetings will assist in the development and implementation of Village Plans, the City's Cultural Strategy, and cultural precinct planning.

Expenses for airfares, accommodation and incidentals were met by the City of Sydney.

Councillor Payments

(a)(1) Payment of Expenses and Provision of Facilities during the Year

Details of particular categories of expenditure are as follows:

- (i) The cost of the provision of dedicated office equipment allocated to Councillors on a personal basis was \$3,739.00.
- (ii) Telephone calls made by Councillors, including mobile telephones provided by the Council and from the landline telephones and facsimile services installed in Councillors' homes totalled \$28,292.54.
- (iii) The cost of the attendance of Councillors at conferences and seminars was \$10,065.99.
- (iv) Expenditure on the training of Councillors and the provision of skill development for Councillors was \$4,046.19.
- (v) No interstate visits were undertaken by Councillors while representing Council.
- (vi) The cost of overseas visits undertaken by Councillors while representing Council was \$29,393.56.
- (vii) Costs incurred by a spouse, partner or other person who accompanied a Councillor in the performance of his or her civic functions totalled \$3,160.94.
- (viii) There was no expenditure on the provision of care for a child, or an immediate family member of a Councillor, to allow the Councillor to undertake his or her civic functions totalled.

Senior Staff Remuneration Packages

– Clause 217 (I) (B)

The City must report on the remuneration package payable to each senior staff member during the year. Includes for each such member, the total of the following:

- Total value of salary component of package
- Total amount of any bonus payments, performance or other payments that do not form part of salary component
- Total employer's contribution to superannuation (salary sacrifice or employer's contribution)
- Total value non-cash benefits
- Total fringe benefits tax for non-cash benefits.

The following table presents City of Sydney senior staff remuneration package payments for 2010/11 financial year:

Position	Remuneration Package paid in 2010/11
Chief Executive Officer	\$403,565
Chief Operating Officer (appointed 24/8/2010)	\$238,692
Chief Financial Officer (joined Executive 10/11/2010)	\$129,570**
Director Legal and Governance	\$299,008
Director Corporate Services (resigned 20/8/2010)	\$161,332
Director City Operations	\$333,278*
Director City Culture and Community	\$239,617
Director City Planning and Regulatory Services	\$317,476
Director City Projects	\$257,998
Director City Engagement (resigned 30/7/2010)	\$ 42,419
Director City Engagement (appointed 17/1/2011)	\$101,538
Director City Property (resigned 4/5/2011)	\$258,742
Director City Strategy and Design (resigned 30/6/2011)	\$299,386
Director Workforce and Information Services	\$243,464

**Executive is member of Local Government Defined Benefit Scheme and package includes only the "notional" employer contribution amount as per contract.*

***Executive is member of the State Super Defined Benefits Contribution Scheme and package includes only the "notional" employer contribution amount as per contract.*

Children's Services

Clause 217 (1) (c)

Activities to develop and promote services and programs that provide for the needs of children

The City's newest long day child care centre at Chippendale opened on Monday 10 January 2011, and had an official launch on Saturday 5 February 2011. At the combined open day and launch, families, children, dignitaries and community members came together to celebrate in the new facility and playground.

Chippendale child care centre is a work/community-based child care catering for up to 36 children aged from birth to five. The centre gives priority to City staff with surplus places available for the community. The centre reached capacity in its first few months with about 20 per cent of places taken by City staff and the rest by the community.

The City conducted an annual assessment of child care places provided in the local government area. Between May 2005 and December 2010 there was a net increase of 1006 places across the City, a 31 per cent increase in places over the past five years. Most of the new child care places are in work-based centres in the city centre and private centres in Green Square.

We continued to operate high quality programs and services for children aged 0–12 throughout the year. The Children's Services provided care and support to 1,147 families from 10 facilities. The centres were well patronised, with combined attendances of 86,471 over the year.

Child Care

Children in each of the City's four child care centres were involved in everyday experiences including art and craft, dramatic play, outdoor play, literacy and numeracy and cooking activities.

Each new year begins with orientation and settling in new children and familiarising them with centre life. We also focused on building collaborative partnerships with all families through well attended Family BBQ's and Parent Information Evenings. These events also gave families the opportunity to connect with each other and build a sense of community. At the end of the year, specific information evenings were held as part of the transition-to-school program for the older children.

The children enjoyed excursions to places ranging from local library visits for rhyme time and story time to the local fire brigades. Further afield excursions were made to see special performances at the Seymour Centre and Puppeteria, the Mounted Police Barracks and Symbio Wildlife Park.

Visitors to the centres included wildlife, reptile and insect shows and a Hatch 'n Grow program. The Fire Brigade and Ambulance Service also visited centres. Other activities in centre educational programs included art and ceramics workshops, Kinda Dance and sports programs, Recycling, Bush Tucker Garden and Early Learner's Science Lab program. One centre organised an exhibition of the children's artworks at a local café.

One of the centres had a visit from ABC Television's Playschool. They filmed some science experiments aimed at pre-schoolers with the children at the centre. The children were very happy about being involved in this and are anxiously waiting to see themselves on TV. Better Homes and Gardens also filmed a segment at a centre which involved planting bush tucker plants in a small area.

Special events celebrated across the centres during the year included NAIDOC week and Children's Week where children were involved in various art activities, dancing experiences and performances.

There were two Staff Development Days during the year when staff from all four services came together to discuss the centre philosophy and goals, the Early Years Learning Framework and to strengthen their skills. Both days were very successful with staff feeling energised, enthusiastic and positive.

During the year, playground upgrades at Redfern Occasional Care and Hilda Booter Kindergarten were completed. Children, staff and families at both centres have been very happy with the improved natural environment.

Alexandria Child Care Centre, Broughton Street Kindergarten and Hilda Booter Kindergarten also had their carpets replaced, vinyl flooring replaced with marmoleum and wooden floors polished.

Other highlights of the year included a validation visit to Alexandria Child Care Centre in August 2010 as part of the accreditation process with a resulting high quality rating in all seven Quality Areas and 33 principles.

The Annual Hilda Booter Fete was held in September 2010 and was once again a big success. Broughton Street Kindergarten was also involved in this event and families from both services plus local community members came along.

Children's Programs

The City operated after-school and holiday programs for primary school-aged children in six places across the city.

In the school holidays, children enjoyed dance, drumming, puppet making and aerial circus workshops in our centres. Excursions were made to Taronga Zoo, ice skating, live theatre, bowling, bike education, swimming, movies, the Police & Justice Museum, Botanic Gardens, Tall Ships and Luna Park.

Children's Services

Children enjoyed special events at the Carriageworks Children's Festival, Harmony Day and Chinese Cultural Day at the Chinese Gardens. They learned about Chinese culture through Tai Chi and Kung Fu workshops and a magic and variety show. The programs celebrated NAIDOC Week during the July school holidays inviting performers such as Koomurri to showcase dance, music and crafts.

This year's active after-school program activities included Boot Camp, Hip Hop Dance, Auskick, yoga, gymnastics, rugby league skills and multisport skills run by trained community coaches and our staff. Other after-school activities included homework help, art and crafts, cooking, construction and pen pals.

Collaboration between the Children's Programs and Over 55s Chinese Cultural groups saw the seniors groups doing Tai Chi, Ribbon Twirling and traditional dances from China and the children keen to learn these skills from them. In turn, the seniors watched the children reciting words, phrases and poetry in Mandarin and displaying Chinese crafts and costumes that they had prepared.

In the last term of 2010, Tweenies programs continued to build connections for older primary school children making the transition from children's programs. Initiatives included the Bike Wise program, Building Responsibility, Identity and Self Esteem workshops, Graffiti Projects and Healthy Eating programs.

Ultimo Children's Program designed and ran the 'Being Me' self development project for children aged 9+ to increase self awareness and resilience in readiness for transition through the middle years.

Children's program staff updated their skills and knowledge in topics such as anaphylaxis and severe allergies in children, Understanding and Working with children in the Autism Spectrum, techniques to avoid and manage stress, Inspiring Change, Nurturing Kids' Hearts and Souls and how to engage large groups and have fun. Staff also became familiar with the draft My Time, Our Place: A Framework for School Age Care in Australia. This is the approved learning framework for school-aged child care under the new National Quality Standards.

Family Surveys were conducted by all Children's Programs. Responses were overwhelmingly positive with parents nominating highlights as the staff, varied and exciting activities and the quality of resources and environments. Improvements from feedback included more volunteer opportunities for parents to share their skills and talents, a reduction in electronic games at one centre and feedback on the variety of outdoor experiences provided to children at a centre without dedicated outdoor space.

Residents' Services

Clause 217 (1) (d) (i)

Activities to Promote Services and Access to Services for Residents and Other Service Users

Over 55's Services

Over 55 Services attended a number of community festivals and Good Neighbour BBQs in 2010/11, providing staff, BBQ equipment and chairs for the events, staffing information stalls and distributing information and free lunch vouchers to older participants.

Recognition events for the volunteers who support Meals on Wheels and Over 55s programs were held in December and during National Volunteers Week in May and were attended by 25 and 65 volunteers respectively.

Food Services

The City provides Meals on Wheels to frail-aged residents, residents living with a disability and their carers. Meals are delivered hot, chilled or frozen to clients' homes, and are also served as hot midday meals at our seven Over 55s Centres. Meals or hampers are also provided free to celebrate events including Christmas, Easter, Seniors Week and at the Centres' annual anniversary celebrations.

In 2010/11 the Meals on Wheels program supplied 53,014 home-delivered meals to 401 clients, and 158 new clients joined Meals on Wheels in the year.

In the same period, 14,237 centre-based meals and 1000 hampers were provided.

Community Transport

The City provides a free bus service to transport eligible older people and people with disabilities to and from their local Over 55s Centre, as well as to events such as Seniors Week, Harmony Week and Christmas celebrations. In 2010/11 each Centre offered extra bus services for regular shopping trips, social outings and transport to exercise classes.

Community Transport also delivers transportation for internal business units such as Youth and Children's Services for sporting, education, activities and the school holiday programs, and provides eligible local community groups and organisations access to subsidised community bus hire through the City's Community Bus Scheme.

In 2010/11, 3108 people aged over 55 were taken to Health and Recreation Activities, 4329 people were taken to Over 55s Centres and 1818 people went on full or half day bus outings.

The Community Bus Hire Scheme was used 824 times by non-profit community organisations.

Over 55s Centres and GOLD Healthy Ageing Program

The City operates seven Over 55s Centres with various outreach programs across the city that provide residents aged 55 and over and residents with disabilities with services, support and information as well as a range of educational, leisure and recreational activities.

In the past financial year, there were 27,177 individual daily visits to Over 55s Centres.

The GOLD (Growing Older, Living Dangerously) program of "healthy ageing" activities for active Over 55s has centre-based and community-based activities that include Tai Chi in council parks, fishing trips, dragon boat racing, falls prevention programs, art classes, photography workshops, information sessions on recycling and sustainable living and a special events program. In 2010/11 the City provided between 40 and 60 of these activities each quarter.

Special events for Over 55s included a multicultural Dancing in Harmony Ball for Seniors Week 2011 attended by more than 250 people, three events for Chinese New Year for about 200 Chinese-speaking older people, and a Christmas lunch at Australian technology Park for 400 people.

Podiatry Service

The City provides a fortnightly subsidised Podiatry Clinic for local residents at the Ron Williams Over 55s Centre, Redfern. To be eligible, people must be a member of a City of Sydney Over 55s Centre. A small fee is charged for the podiatry services, but transport to and from the clinic is free. In 2010/11 629 people attended the City's bi-monthly podiatry clinics, with an average of 33 clients each clinic day.

Community Centres

The City provides direct services and programs in community centres. These offer social and community development opportunities, meeting places and specific programs for local people. In 2010-11, the six community centres in Ultimo, Pyrmont, the Rocks, Redfern, Woolloomooloo and Chippendale recorded about 440,000 attendances. More than 2150 programs were provided across the different centres, some 620 in partnership with other organisations. More than 120 community events were organised by centres attracting 16,000 people.

Community centres and the programs they offer continued to perform well, with overall numbers remaining healthy for the year. General community classes and programs continued to be the most popular. New classes introduced last year, including sewing and women's health and wellbeing, continued to be well attended with positive feedback from customers.

Sport and fitness remained as popular as ever with memberships generally increasing and with over 55s fitness and outreach programs still developing well. Community events were also popular with large numbers going along to the camera markets and vegan expos at Ultimo Community Centre.

Residents' Services

Priority groups continued to show good levels of activity again this year. Partnerships with Disability Access Australia at KGV and the outreach programs in the gym at Juanita Nielsen community Centre are still strong. Pine Street's art outreach classes are valued by people with varying special needs and the partnerships built with other organisations in developing such programs are important.

Programs delivered for Aboriginal and Torres Strait Islander communities through Redfern Community Centre continued to perform well. The 'On Track' youth into music industry program, run in partnership with Virgin Unite and which was so successful last year, is back for another round this year, enabling young Aboriginal people to learn skills which will support them in developing careers in the music performance and recording industries. Family days continue to develop, offering a vibrant engaging regular event for Redfern communities.

The community centres' customer service standards are regularly inspected by the Mystery Shopper initiative and continue to produce good scores.

The City is also committed to community capacity building. There are more than 20 community venues available for hire by individuals or community organisations. These continue to be well used with more than 10,000 bookings made this year. Surveys show they are well thought of and considered good value for money by a large majority of satisfied customers.

Library

In 2010/2011 the City's nine libraries had 1,205,366 visits, lent 1,299,334 items, responded to 462,800 enquiries and had more than 13,600 people taking part in 620 programs. Wi Fi usage remained very strong across the network with 100,000 sessions, an increase of 20 per cent.

The Library network increased to nine branches with the opening of Green Square Library in December 2010 in the heritage Tote Building. This has been a very successful small branch. Because of public demand it has extended its opening hours to include a late evening on Thursday and opening on Saturday. In the seven months of activity, the new branch had 14,591 visits and made 6,822 loans. Opening hours were also increased at Surry Hills after a three-month trial of opening the library to midnight on Thursday nights. The success of this trial has led to opening times being extended to 10.30pm, the latest opening of any public library in Australia.

Library programming has been very successful, particularly the Late Night Library series at Surry Hills. These programs run from 9pm every Thursday night with themes suited to late nights. This unique and innovative programming is a first for public libraries in Australia. The programs have drawn near capacity crowds each time with 951 people attending 13 events. Other highlights have included the public launch of the Sydney Film Festival program and a wide variety of book launches. The library has continued to benefit from partnerships with Sydney Writers Festival, Ultimo Science Festival and History Week. Children's services have also continued to expand with the introduction of Rock'n'Rhyme, to complement Story Time and Lapsit. This allows the library to provide appropriate services for toddlers through to school age children. The library has continued to develop environmental services with the introduction of Save Power Kits to help people monitor and reduce power use in their homes.

It has also been a year of change for the library with the introduction of a new Library Management System that will make many more services available over the internet, including reservations and inter-branch transfers of books. It will also allow library users to put book reviews on the system for other people to look at and add to. At the same time the library has moved to a "floating collection" model where books have no home library but are free to move around the network as required by staying at the branch they have been returned to. The library also has a new agreement with suppliers that will allow newly-published items to be bought and made available more quickly than in the past as well as making the library capable of developing collections more quickly than before.

Services to the community in languages other than English have also continued to develop with more than 6,000 new items added. Chinese language newspapers have also been bought for Green Square Library and a bilingual storytime in English and Mandarin was introduced at Ultimo Library.

Safe City

Community Safety and Crime Prevention Initiatives

In 2010/11 the City worked on many crime prevention and community safety programs as outlined in the Safe City Strategy 2007–2012. The strategy guides the City and its partners in tackling crime and safety issues in the City centre and villages.

Some of the key Safe City initiatives included:

- Took part in and co-ordinated City responses to safety audits and three public domain safety assessments.
- Provided safer-by-design referral advice to development applications.
- Provided safer-by-design advice for City Projects upgrades to Walla Mulla Park, Fitzroy Gardens and Bourke Street Open Space.
- Carried out recommendations of the Redfern Safety Audit.
- Took part in and responded to local safety issues raised in the 36 Police Community Safety Precinct Committee meetings held across the seven local Police Commands
- Safe City Unit staff worked in partnership with other agencies and groups in responding to local safety issues through the ACON Violence and Homophobia Board Working Group, Sex Workers Outreach Project ACON Working Party, and Inner City Domestic Violence Action Group.
- Continued delivery of the Glebe Safety Plan Pathways Project, which provides an alternative education program for young people who have not maintained mainstream education.
- Contributed to community safety initiatives in public housing communities including: Support for the Neighbourhood Advisory Boards (public housing tenant committees) and the Surry Hills Safety Working Group, the Waterloo Safety Action Group, Public tenant forums, co-ordination, funding and support for public housing events including Pet Day, Summer on the Green and Mental Health Day, and helped Kings Cross Police and Housing NSW with the Woolloomooloo Graffiti Blitz.

Residents' Services

- Developed and distributed crime prevention and community safety resources including: Safety Factsheets published monthly in international student newspapers, and Student Safety Factsheets translated into more community languages – Hindi, Arabic and Indonesian.
- Provided more than 500 crime prevention and community safety resource packages to NSW Police and tertiary institutions in 2010/11 and supported quarterly meetings of the NSW Local Government Community Safety Network.
- In 2010/11 the City sponsored the NSW Department of Industry and Investment's "Small Business September" and delivered a free information session about "Safety Strategies for Small Business".
- In April 2011 the City delivered a free "Retail Loss Prevention and Safety Seminar for Small Business" with the support of the University of Technology Sydney's Designing Out Crime Research Centre and the NSW Police Force. The seminar featured a presentation on retail theft prevention by international keynote speaker Professor Lorraine Gamman (Professor of Design, School of Graphic and Industrial Design and Director of Design Out Crime Centre, Central Saint Martin's College of Art and Design at the University of the Arts, London). Professor Gamman and her colleague Adam Thorpe, (Creative Director of the Design Out Crime Centre) shared tips on how to reduce shoplifting. This presentation is available on the City's website for business owners.
- Distributed 2,500 "Domestic Violence Is a Crime" Police and Community Booklets to local service providers and members of the community.
- Re-launched the updated joint NSW Police and City of Sydney publication "Domestic Violence Is a Crime" Police and Community Booklet on White Ribbon Day 2010.
- The City provided the Pine Street Gallery to host the "Not Violent, Not Silent" exhibition coordinated by White Ribbon Day Foundation and the Department of Education and Training, between 17 and 28 November, to coincide with White Ribbon Day 2010.
- Coordinated and chaired a seminar for service providers within the local government area in "Domestic and Family Violence and Negotiating the Family Law System".
- In June 2011 the City supported the National Union of Students to release the results of the "Talk About It" survey and the "Safe Universities Blueprint" in Sydney Town Hall. The survey questioned more than 1500 female university students on their perceptions of safety. This led to the National Union of Students and White Ribbon Day proposing 30 recommendations that form a 'Safe Universities Blueprint'. This combines Australian best-practice, international initiatives and suggestions put forward by the women, tertiary and youth sectors to improve women's experiences on campus.
- Delivered and supported local community safety initiatives including 13 community BBQs, 11 Family Day on the Block events, Mental Health month events, White Ribbon Day, Glebe Outdoor Cinema, Redfern Neighbourhood Day and Summer on the Green at Waterloo.

- Staff delivered safety programs for students including ways to reduce the victimisation of international students. This included distributing resources at university orientation week events, student seminars and resource presentation at the Welcome Reception for International Students attended by more than 400 students.

Alcohol-related crime

In 2010/11 the City worked on a number of programs to reduce the harm caused by drug and alcohol use and to manage sharps waste, guided by its Drug and Alcohol Strategy 2007–2010.

For example, the City:

- Monitored and maintained the 181 alcohol free zones to reduce alcohol related anti-social behaviour and crime. The City works with all seven Police local area commands to monitor the effectiveness of the zones. Audits were carried out in Pyrmont and Waterloo to make sure alcohol-free zones were clearly identified by signs.
- Established another 37 alcohol-free zones in 2010/11.
- Completed consultation for the first alcohol-prohibited area proposal to apply to Housing NSW.
- Took part in the Surry Hills and Redfern Waterloo Community Drug Action Teams which have delivered projects to tackle drug and alcohol use including:
 - Funding for an outreach project for Waterloo
 - Family Day on the Block in Redfern
 - Events for young people
 - Community alcohol forums for Redfern and Surry Hills
- Provided 100 social and crime data referral reports to applications for licensed premises, footway and late trading applications in 2010/11.
- Provided 24 referral reports on liquor licence applications.
- Continued to help the Licensed Premises Unit identify and manage the development consent records of licensed premises.
- Completed the Licensed Premises Project, reviewing the consent conditions for 64 liquor license premises. Reviewed the City's data systems around licensed premises with IT department to improve efficacy of data recording and reporting.
- Developed 11 alcohol management plans for places in the City area affected by alcohol use.
- Worked with the City's Venue Management, NSW Events and NSW Police to minimise any problems from alcohol use at big events including New Years Eve, Mardi Gras and Festival First Night.
- Delivered more than 5000 needle clean-up resources to areas identified as affected by injecting drug use.
- Consulted public housing residents about the effects of injecting drug use in the Surry Hills area as well as training Housing NSW staff on safe disposal.
- Managed the City's community sharps bin network, safely collecting 64,359 discarded syringes from injecting hotspots.

Homelessness Unit

The City of Sydney is the only local council in Australia with a dedicated Homelessness Unit. It has an operating budget of about \$1.7 million and is responsible for providing direct services as well as contracting services, community and project development, research and resource development.

The City's Homelessness Strategy 2007–12 aims to end long-term (chronic) homelessness in the inner-city by 2017. Working in partnership with the Commonwealth and State Government, the not-for-profit, philanthropic and corporate sector the City aims to help rough sleepers find homes and to prevent people from becoming homeless.

At the same time, the City aims to promote fair, compassionate and balanced communities by working with people who are homeless, community and government services, local businesses and residents to manage the effects of homelessness in public areas.

The City has been directly helping homeless people since the establishment of the Homeless Persons Information Centre (HPIC) in 1985. This works in partnership with government, non-government and private organisations and includes people who have experienced homelessness.

Homelessness Persons Information Centre (HPIC)

The City operates HPIC with some funding from the NSW government. HPIC took more than 63,000 calls in 2009–10, 55,300 of which were from or on behalf of people wanting help. In 72 per cent of these cases, HPIC was able to help people to find accommodation on the day they asked for it. Housing stress or family breakdown were the main reasons given for becoming homeless.

Homeless Outreach Team

The contract for the Inner-City Homelessness Outreach and Support Service (I-CHOSS) ended in March 2010. The contract was re-tendered in late 2009 as a new Assertive Outreach Model that focused on referring people straight from homelessness into independent housing with support. The new service is funded, as before, by the City and Housing NSW (HNSW) but included for the first time commonwealth funding for the inclusion of a Health Outreach Team. A consortium made up of Neami (non-government organisation) and St Vincent's Hospital tendered for the contract which began in April 2010 under the name of Way2Home. In the past 12 months, Way2Home has helped more than 50 long-term rough sleepers out of homelessness and into secure and supported housing. It has helped another 90 to register for housing on the NSW Housing Register.

Homelessness Brokerage Program

The Brokerage Program focuses on early intervention and prevention of homelessness. It is funded by the City and HNSW and operated by YWCA NSW under contract to the City of Sydney. In the past financial year, the Brokerage Program helped with 1,165 referrals. In 22 per cent of these cases homelessness was prevented.

Public Space Liaison Officer

The Public Space Liaison Officer (PSLO) has about 4,000 contacts with rough sleepers a year – about 88 contacts a week. The PSLO provides a unique and invaluable role in the compassionate management of homelessness in public spaces. The PSLO liaises between the homeless, City units, bodies such as the police and RailCorp, community services, local residents and businesses to negotiate solutions to issues of homelessness in public spaces with a focus on hotspots. The success of this role has led the Council to approve funding for a second PSLO position to ensure coverage across the entire Local Government Area (LGA).

Complex Needs Coordination Project

The Complex Needs Coordination Project (CNCP), which was launched in late 2007, ended in November 2010. The CNCP was a partnership between the City of Sydney, several state government departments and local non-government services with the City and Department of Communities as lead agencies. The Project employed a Project Coordinator and focused on helping the long-term homeless with complex needs to find secure and long term tenancies through a "straight to housing" program. The project was evaluated in 2010 and at its end had helped 36 people to access housing.

Street Count

Street Count began in August 2008. The count is conducted during winter and in summer each year to provide up-to-date figures on the number of people sleeping rough and in homelessness hostels in the City's LGA. The Count enables the City to track increases or decreases in the numbers of people sleeping rough. In August 2010, 289 people were counted as sleeping rough or in temporary shelter across the LGA on the night of the Street Count. In February 2011 the number counted was 363. Each count involves about 180 volunteers including City staff and about 20 people who have experienced homelessness who act as advisors.

Woolloomooloo Integrated Services Hub (WISH)

Woolloomooloo Integrated Services Hub (WISH) is a collaboration between 20 different services. The WISH is a one-stop-shop that brings services together in one place once a month to provide help for people experiencing homelessness. These services include housing, income, education and employment support, health, legal and corrective services, identification assistance, eye checks, blankets and clothing and support for the pets of people who live on the streets.

The WISH is focused on creating sustainable ways out of homelessness. It is attended by an average of 55 homeless people a month with about 75 results recorded at each event.

Homelessness Interagency Meetings

The City coordinates bi-monthly interagency meetings attended by up to 70 service providers from the homelessness and mainstream service sectors and volunteers. These meetings are an opportunity to network, provide service updates and receive information on relevant topics.

Mobile Free Food Services Policy and Accord

This Policy and Accord aims to coordinate the activities of the many community and faith-based services that provide food, help and companionship to the homeless and other disadvantaged groups. Bi-annual meetings bring these services together to share information, resources and foster collaboration.

90Homes 90Lives: the Woolloomooloo Project

This project is a collaboration between the City of Sydney, UBS, United Way, Freehills Foundation, the Mercy Foundation and Way2Home that is dedicated to ending rough sleeping in Woolloomooloo and reducing the number of rough sleepers in the City of Sydney's LGA. Working with government, non-government, corporate and philanthropic stakeholders, 90Homes 90Lives focuses on creating housing and support for rough sleepers to exit homelessness.

Gay, Lesbian, Bisexual and Transgender People

In 2010/2011 the City's dedicated GLBT Project Coordinator continued to work towards placing GLBT issues on the Council agenda following the principles of the Declaration of Montreal, endorsed by Council in 2009. The GLBT Project Coordinator works across the GLBT community on issues relating specifically to the GLBT community. These include continuing issues such as lobbying for the right to marry, ageing and fighting discrimination and stigma. Anecdotally, the City of Sydney LGA is home to the highest population of GLBT people in Australia.

The City continues to work in partnership with other organisations to deliver programs meeting the wishes of the GLBT community. These focus on awareness raising and celebrations, health and wellbeing, access to information, services and facilities and advocacy and capacity building.

Awareness Raising and Celebrations

In 2010/2011, in partnership with other organisations, the City delivered the inaugural Positive Pedaller's Day and the exhibition of the Australian AIDS Memorial Quilt to mark World AIDS Day. The City supported awareness-raising projects through our grant programs and partnerships such as an IDAHO (International Day Against Homophobia) Sydney art exhibition at Pine Street Creative Arts Centre; the Pride History Group's 'Into the Streets' Conference, marking 40 years of GLBT activism in Australia, and six workshops to develop artwork and choreography for young clients of Twenty10 to participate in the Mardi Gras Float. More than 40 young people came along to workshops.

In December 2010, the City and community partners hosted the Sharing Our Stories Forum to raise awareness of issues that are often invisible within the mainstream GLBT and multicultural community, and to celebrate sexuality, sex and gender diversity within multicultural communities. In April 2011, the Pride in Colour Working Group delivered an event. Building on the theme from this year's Gay and Lesbian Mardi Gras Festival, "Say Something", the Pride in Colour Working Group hosted the "Say Something ... More" event that was aimed at further engaging the GLBT CALD community.

City of Sydney took part in the New Mardi Gras Parade on Saturday 5 March 2011. The City's entry celebrated the passing of the Same Sex Adoption Bill that was championed through State Government by the Lord Mayor of Sydney. Some 50 City of Sydney staff, family and friends participated in the float, walking and dancing along the parade route.

Recognition in the Public Domain

Lamp for Mary and Camp Stone Wall

Lamp for Mary, Mary's Place Surry Hills and CAMP Stonewall public art at Taylor Square were launched on 20 October 2010. The artworks were launched at the Beresford Hotel Surry Hills, with more than 80 gay, lesbian, bisexual, and transgender (GLBT) community members, local residents and the art community at the event. Stage two of the Lamp for Mary project will be completed in 2011.

Rainbow Banners and Rainbow Flag Raising at Sydney Town Hall

In 2011, the Rainbow Flag was raised above Sydney Town Hall for the duration of the Sydney Gay and Lesbian Mardi Gras Festival. The flag raising was attended by more than 100 people. The Rainbow Flag was also raised for the duration of the Sydney Pride Festival, which marks the anniversary of the famous Stonewall Riots in New York in June 1969. 350 rainbow banners were flown in the Local Government Area for 17 weeks in 2010/2011.

Health and Wellbeing

Self Defence Classes for marginalised GLBT communities

The City worked in partnership with the NSW Gender Centre – the peak body in NSW for transgender people, Twenty10 – the peak body in NSW for young GLBT people, and the Sex Workers Outreach Project (SWOP) – the peak body in NSW for Sex Workers, to deliver three series of six self defence classes to more than 60 people. These classes were designed to improve confidence in dealing with violence as well as general health and wellbeing.

Transgender Anti-Violence Project

In May 2011, the NSW Gender Centre in partnership with NSW Police Force, Inner City Legal Centre and the City, launched the Transgender Anti-Violence Project. This project, the first of its kind in the world, aims to raise awareness of transphobic violence and abuse and to encourage survivors to report to the police and the Gender Centre. The project received funding of \$37,800 from the City of Sydney.

Backpackers Sexual Health Project

In partnership with South Eastern and Illawarra Area Health Service and Backpacker Operators Association NSW, the City has been working to raise awareness of sexual health amongst backpackers living, visiting and working in the City. Studies indicate that backpackers' sexual activity can affect the sexual health of the local population. In 2011 a new resource for backpackers will be launched by the Working Group.

Access to Information, Services and Facilities

The City responded to requests from community media to comment on local and current issues in the GLBT community and the City had a regular column in community media publications.

Surry Hills, Kings Cross and Newtown Libraries maintained the GLBT collection, identified by a rainbow sticker on the spine of the book.

The City supported 13 community organisations through its grants and sponsorships programs to the value of \$98,150. 10 community organisations were awarded a total of \$42,350 through the City's Local Community Grants Program and three community organisations were awarded a total of \$55,800 through the City's Community Services Grants Program. Six GLBT organisations benefit from accommodation through the City's Accommodation Grants Program.

The City provided continuing funding and support to the Mardi Gras Festival and Parade, February/March 2010.

Advocacy and Capacity Building

In partnership with CAMP Co-op, a community-based partnership established by SSO Media to deliver training, share information and establish networks between small Non-Government Organisations (NGOs) and community organisations, the City delivered governance/board management training to 25 people representing 13 community organisations. The training was evaluated by participants as being essential to increasing their knowledge of how boards run and how to manage a successful board for small organisations which are often run by volunteers. CAMP Co-op is now a quarterly event for the GLBT community.

The City made a submission to the Australian Government Productivity Commission Inquiry into Aged Care, Caring for Older Australians, making specific references to unique needs of GLBT people who are ageing.

The City took part in a number of working groups and consultations to advocate on behalf of the GLBT community, including: the NSW GLBTIQ Domestic Violence Interagency; the NSW Beats Working Group; NSW Police Surry Hills Community Safety Precinct Committee meeting; Surry Hills Liquor Accord; and the Backpackers Sexual Health Project. It also represented at the NSW Anti Discrimination Boards Lesbian, Gay and Bisexual (LGB) and Sex and Gender Diverse (SGD) consultations. The GLBT Project Coordinator has been working towards engaging broader lesbian, transgender and intersex community networks.

People With Disabilities

People With Disabilities in the City of Sydney

The City is committed to the inclusion of people with a disability in the provision of accessible information and services, and the creation of equitable opportunities for community participation.

Inclusion (Disability) Action Plan 2007–2011

During 2010/11 the City continued its commitment through the implementation of the Inclusion (Disability) Action Plan 2007–2011. Achievements of this plan include:

Infrastructure, Facilities and Public Domain

Information and advice has been provided to help with access issues for many new building projects and public domain works, including footpath trading, footpath continuation plans, access mapping and way-finding signage, accessible parking and other transport issues, public toilet strategy and access review, and works to Sydney Town Hall. Kerb ramps are being installed on request and as part of standard street upgrades.

Training

The City hosted the New Access to Premises Standards Seminar in November 2010 to help the community and disability sector in gaining greater understanding of the new legislative requirement. This seminar is presented by the Australian Human Rights Commission. More than 40 residents and disability sector workers attended. The City also organised internal training in October 2010 with more than 100 staff attending the Access to Premises Standards training.

Policy Advice

Policy advice was provided during the development of policies, procedures and strategies relating to accessibility. For example, draft Footpath Continuation Policy, draft Footway Trading Policies and draft Public Toilets Strategy.

Accessible Events

The City continues to improve the accessibility of our events. Auslan interpreters are engaged for official speeches at major events such as Access Forums and as requested by participants.

– The City's Chinese New Year Twilight Parade has an accessible viewing area on the Parade Route and the Chinese Parents Association – Children with Disabilities, took part in the Twilight Parade.

– Martin Place Christmas Concert and Christmas on the Green at Hyde Park both have accessible seating areas. It provided accessible family entertainment for children and adults of all abilities.

Community Consultation

Access Forums

Two Access Forums were held on 4 August 2010 and 3 May 2011 with about 90 people attending. They included representatives from a range of organisations, government agencies, City of Sydney staff and individuals. The Access Forum is open to people and organisations with an interest in disability and access issues in the City.

Grants and Sponsorship

City Of Sydney Grants Program

In 2010/11, the City awarded \$163,390 in grants to organisations working with disability and access issues.

- Six organisations are housed through the City's Accommodation Grants Program.
- A total of \$32,570 was awarded to eight organisations through the City's Local Community Grants Program.
- A total of \$73,600 was awarded to four organisations through the City's Community Services Grants Programs.

The City will continue to promote awareness of the Grants Program to the disability sector to consider innovative projects that will support the inclusion of people with a disability.

Review of Disability – Inclusive Decision Making at the City of Sydney

The City aims to be a “disability confident” organisation, where disability considerations are taken into account throughout the organisation. We aim to have effective mechanisms to monitor and evaluate the accessibility of our services and amenities and the participation of people with a disability.

In 2010, the City began work on a “Review of Disability – Inclusive Decision Making” to review internal policies and practices relating to decision making; to identify any unintended barriers for people with a disability internally (affecting staff, management, Councillors, volunteers and contractors) and externally (affecting residents, visitors, customers and workers). Individual interviews, focus group discussions, online surveys for all staff and review of current policy and procedures were conducted between March and June 2011.

[10] Aboriginal and Torres Strait Islander peoples

The City acknowledges the Gadigal people of the Eora nation as the traditional custodians of the country and Aboriginal people as the first people of Australia. The City recognises the loss and grief experienced by Aboriginal people caused by alienation from traditional lands and their spiritual relationship to this land. We celebrate Aboriginal people's contribution to strengthening and enriching the heritage of all Australians. Council encourages Aboriginal and non-Aboriginal people to work together to better understand one another's similarities and differences as we continue to move forward in the spirit of reconciliation.

Significant Events

Barani/Barrabugu (Yesterday/Tomorrow) Walking Tour Booklet Launch

This walking tour/history booklet is the first outcome of the Eora Journey, a major project in *Sustainable Sydney 2030*. The booklet contains information from the cultural mapping research being undertaken by the City's history program. An initial literature review by Steve Miller of Museums & Galleries NSW for the City identified 255 sites in the City that have associations with Aboriginal history, culture and community. The sites in the booklet have been chosen from the 255 sites. The development of the cultural mapping research and the booklet has been supported by the City's Aboriginal and Torres Strait Islander Advisory Panel. A Working Group with four representatives from the panel advised on the development and design of the booklet.

The booklet reasserts the centrality of Aboriginal history in Sydney's history. It is designed to educate as well as support tourism. It complements the suite of self-guided historical walking tour brochures published by the City and is aimed at a wide audience of residents, visitors and tourists. The booklet is being distributed alongside our other walks through the City's library network, tourist kiosks and website, as well as at the Sydney Visitor Centres at the Rocks and Darling Harbour. It is hoped it will also be distributed through the cultural institutions represented in the booklet.

The final draft of this booklet was also provided for the information of the Metropolitan Land Council (MLC) under the Principles of Cooperation in the MOU between the MLC and the City of Sydney Council. The booklet represents a milestone in presentation of Aboriginal and Torres Strait Islander history and experience in Sydney including key sites of significance.

The launch was held on the eve of the national NAIDOC celebrations as Sydney was the focus city of NAIDOC 2011.

Capacity Building/Community Engagement

Redfern Community Centre

The Redfern Community Centre is a multipurpose facility that seeks to create and strengthen social links through shared cultural and recreational pursuits. It focuses on art, culture, employment and training initiatives, as well as community events.

In 2010/11, Art and Cultural activities for the Aboriginal and Torres Strait Islander community included:

- Black History Month – Aboriginal and Torres Strait Islander Circus/Workshops, in partnership with Carriageworks.
- On Track – Youth music development program.
- NSW Deadly Funny Workshops and Competition, in partnership with the Melbourne Comedy Festival – Aboriginal and Torres Strait Islander Comedy Competition.
- Aboriginal Women's/Aboriginal Men's Dance classes.
- Aboriginal and Torres Strait Islander Creative Arts Program – Performing Arts Residency Program that offers free workspace for artist/groups over six months.
- Word of Mouth – Aboriginal Oral History Program.

In 2010/11, Employment/Training and Enterprise programs for the Aboriginal and Torres Strait Islander community included:

- iGetIT! Computer Program is designed for young people who identify as Aboriginal or Torres Strait Islander and other “at-risk” youth.
- Community Lunches – twice a week.
- One-on-One Job Support – a volunteer “drop in” job support program for Aboriginal and Torres Strait Islander people to help participants with job search skills, CVs, interview techniques and employment service referrals.
- Aboriginal Referral Service, in partnership with WEAVE.
- Gamarada Men’s Group – a program that attempts to create a mix of largely Aboriginal and Eastern methods of self healing that will create a greater respect for Aboriginality in men.
- Lights, Camera, Action Auditions – helping young Aboriginal and Torres Strait Islander people gain experience and employment in the film and television industry.

Family and Culture Days

The increasingly popular Family and Culture Days at the Block, Redfern have been held monthly, with a focus on engaging positively with all members of the local Aboriginal community and wider community. The days are drug and alcohol free and aim to promote better understanding of the effects drugs and alcohol have on Aboriginal communities. The Aboriginal and Torres Strait Islander cultural activities include live music, traditional and contemporary performance, traditional foods, market stalls and children’s jumping castle. There were 10 Family and Culture Days in 2010/11.

Reconciliation Week

National Reconciliation Week began in 1996 to provide focus for nationwide reconciliation activities. It’s a time to reflect on achievements so far and focus on what is still to be done to achieve reconciliation in Australia. The week coincides with the significant date of the Anniversary of the Apology to the Stolen Generations. A morning tea was held at Redfern Community Centre on 11 February 2011. Two other events were held in 2011 – the Launch of the Redfern Fire Station Mural Project and the Pauline McLeod Reconciliation Awards.

Redfern Fire Station Mural Project

A new fire safety mural was designed by local children to promote fire safety at Redfern Fire Station. This project was conceived by Stephen Russell, Aboriginal Services Officer for the NSW Fire Brigade, and was made possible by a City Matching Grant. 160 original art works were submitted and assessed by a panel including the City’s Eva Rodriguez Riestra and Duncan Mitchell who chose the winning four designs. The launch of the new mural took place during Reconciliation Week, which started with a special reception at Redfern Community Centre and was followed by the unveiling at the Fire Station, on the corner of George and Turner Streets, Redfern.

Pauline McLeod Awards for Reconciliation

The Pauline McLeod Awards are run by The Eastern Regional Local Government Aboriginal and Torres Strait Islander Forum, which is a coalition of six local councils: City of Botany Bay, City of Sydney, Leichhardt, Randwick City, Waverley and Woollahra. The Pauline McLeod Awards are held each year during Reconciliation Week, and celebrate the achievements of individuals or organisations that have made a significant contribution to reconciliation in their communities. The Awards Ceremony was held on 2 June 2011 and hosted by the City of Sydney at the Redfern Community Centre with more than 100 people attending. Six Pauline McLeod Awards for Reconciliation were presented to community members and groups.

NAIDOC Week

NAIDOC celebrations are held around Australia in July each year to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander people. This year’s NAIDOC Week was July 4–11. In NAIDOC Week 2010 the City of Sydney directly supported 13 events through grants, sponsorship or in-kind support. These included a Flag Raising Ceremony, Aboriginal and Torres Strait Islander Elders’ lunch, Community and Family Cultural Days, community mural projects and live entertainment.

The City’s Acting Aboriginal Community Development Officer coordinated a local Aboriginal Heritage Tour with the Aboriginal Education officer at Sydney’s Royal Botanic Gardens. The tour was very popular.

The City’s Acting Aboriginal Community Development Officer also partnered with UNSW Indigenous Policy and Dialogue Research Unit to coordinate an Inaugural Indigenous Dialogue Forum at Customs House. The forum provided a place for members of the inner Sydney Indigenous Community to come together for an open discussion on the theme of ‘what it means to be Indigenous in the city’. An official report will be provided by IPDRU and made public.

Consultation/Stakeholders Meetings

South East Koori Interagency

An active Interagency that brings together workers from government and non-government departments to share information, resources and networking with others. About 20–25 people attend the Koori Interagency once per month. It is chaired by various people to allow them to gain skills in governance.

ERLGATSIF

The Eastern Regional Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF) is a coalition of six local councils: City of Botany Bay, City of Sydney, Leichhardt, Randwick City, Waverley, Woollahra, and is chaired by Waverley Councillor, Dominic Wykanak. The Forum includes local government and community representatives who meet every two months. Its aim is to develop policies and strategies at a regional level which further local government commitment to Aboriginal and Torres Strait Islander peoples. The Forum enables networking and the sharing of information, issues and ideas, and a regional or coordinated approach when appropriate.

LACAAC

Local Area Command Aboriginal Advisory Committees (LACACCs) are established in areas with high Aboriginal populations. The Local Area Commander (or appropriate representative) chairs these committees and Aboriginal membership is voluntary. An Aboriginal Community Liaison Officer (ACLO) helps set up the LACACC, ensuring that representation from the Aboriginal community includes women and youths. The NSW Police Force Aboriginal Coordination Team oversees their establishment as well as monitoring and providing support. City staff attended the Redfern and Leichhardt Local Area Commands LACAAC meetings in 2010/11.

Advocacy

Aboriginal & Torres Strait Islander Advisory Panel

Council endorsed the establishment of an Aboriginal & Torres Strait Islander Advisory Panel in 2008/09. The Panel was established to ensure that all areas of City of Sydney policy, service provision and practice engage our local Aboriginal and Torres Strait Islander communities.

In 2010/11 the second term of the Aboriginal and Torres Strait Islander Advisory Panel began and 15 members were selected to meet four times a year. The current members bring a wealth of knowledge and skills to the Advisory Panel and their advice has contributed to the City's good relationship with the Aboriginal and Torres Strait Islander communities in the City.

The Advisory Panel will help the City deliver landmark *Sustainable Sydney 2030* initiatives.

Aboriginal and Torres Strait Islander Protocols

The Aboriginal and Torres Strait Islander Protocols are a working document used by all business units to provide Councillors, City staff and volunteers at the City with up-to-date and accurate information. As these Protocols had not been updated since their adoption in 2005, they were reviewed in 2011. The review was to make sure the Protocols incorporated the ideas and expectations of the Aboriginal and Torres Strait Islander community as reflected in various community consultation processes, including the development of *Sustainable Sydney 2030*. Consultation was carried out with key community groups including the Metropolitan Local Aboriginal Land Council, Aboriginal Housing Company, Wyanga Aboriginal Aged Care, Department of Aboriginal Affairs, NSW Reconciliation Council, Department of Local Government and the Local Government Shires Association.

Aboriginal Cultural Respect Training

In 2011, the City ran two sessions of Aboriginal Cultural Respect training for those who interact with Aboriginal and Torres Strait Islander communities and cultures. The facilitators were Corporate Culcha, an Aboriginal and Torres Strait Islander business that supports Aboriginal and Torres Strait Islander organisations, business and Australian industry and government, in building and developing sustainable Aboriginal and Torres Strait Islander workforces.

The training program is designed to provide City employees with a greater awareness of the traditional and contemporary history of Aboriginal and Torres Strait Islander Peoples in order to improve understanding between staff and the Aboriginal and Torres Strait Islander community. The City is committed to ongoing staff education in Aboriginal and Torres Strait Islander Cultural Awareness.

Young People in the City of Sydney

In 2010/11, the City's Youth Services continued to implement the objectives set out in the Youth Strategy and Action Plan. In addition, Youth Services has identified nine key directions as a result of the Youth Services review in 2009. These key directions are being implemented into Youth Services Business planning and staff individual workplans.

Direct Services for Young People

In 2010/11 Youth Services continued to provide six youth programs – Erskineville, Glebe, Millers Point, Pyrmont, Redfern and Woolloomooloo. These delivered recreational, educational and vocational programs for 12–24 year olds in after-school hours and school holidays. The programs also provided access to referral services for young people.

Youth programs also ran Tweenies programs for 9–14 year olds in partnership with the City's Children's Services and other out-of-school hours care providers. These included a NAIDOC mural program run by Glebe Youth Program at PCYC and an international cooking program run by Woolloomooloo Youth program at Juanita Nielson centre.

Two Responsible Service of Alcohol and Responsible Conduct of Gambling courses were run for young people over the age of 18, one in Glebe and one in Erskineville. Glebe, Erskineville and Redfern ran six-week employment programs in partnership with recruitment companies to help young people create resumes, learn interview and job-readiness skills and find jobs. Millers Point Youth Employment Program facilitated an Activate Australia teamwork camp and Rocksfest photography workshops for young people.

Partnership programs with health, counselling and casework services such as Reconnect Inner City, Youthblock Health and Resource Service and Kirkton Road Centre were set up. These enabled young people to take part in therapeutic, educational groups and healthy lifestyle programs throughout the year.

Key Projects

Lights Camera Action

The Lights Camera Action Project helped about 150 Aboriginal and Torres Strait Islander young people gain new skills and explore job opportunities in the Australian film, theatre, television and radio industries. This year, Lights Camera Action facilitated an industry tour in partnership with Alexandria Park High School. The tours visited media organisations within the Media Reconciliation Network Group (media RING) and were designed to show young people pathways to training, traineeships and job opportunities in media industries. Several work experience opportunities were set up for young people after the most recent tour in April.

Youth Week 2011

National Youth Week 2011, from 1 April to 10 April, celebrated the achievements and acknowledged the contributions of young people.

The City involved 50 young people in the planning and delivery of the week's events, which more than 1,000 young people attended. Ten young people were employed to help plan and organise the Youth Week activities. Two of these were engaged by the City to work with Youth Services in the planning, organising, delivery and evaluation of Youth Week 2011. Another eight were employed through the City's landmark event, the Centre Stage under 18s Dance Party.

National Youth Week 2011 was promoted in various ways, including on 31 bus stop signs and 59 banners displayed across the City, mailouts to local services and schools, social media, the City's What's On page and the NSW Youth Week website.

National Youth Week 2011 Events in the City included:

The Annual Betty Makin Youth Awards which acknowledged the achievements of young people in the community including individuals, groups, local youth programs and a local police officer. About 100 young people, community and service providers attended the ceremony, which was hosted by young people from the Millers Point Youth Program and the Smart ARTS Steering Committee. There were engaging performances by young people. Representatives from the City attended and addressed the awards ceremony and Councillor John McNerny presented the awards.

The Youth Week Film Night was a collaboration between the City's Youth Services, Pine Street Creative Arts Centre and the Powerhouse Museum. The event showcased short films produced by young people in the City. There was also a BBQ and a visual arts and hip-hop performance. The event was attended by about 80 people.

Centre Stage under 18s Dance Party, 10 April 2011, Lower Town Hall, was this year's landmark Youth Week event, attracting some 250 young people. "Centre Stage" gave young people an opportunity to celebrate the end of the school term in a safe and positive environment.

The Youth Week Sports Day, at King George V Recreation Centre in The Rocks, attracted about 100 people. There were basketball and soccer matches with young people competing against their peers, youth workers and police. Other activities included sumo suit wrestling, a DJ and a BBQ.

Youth Services supported events of other youth providers including the National Centre of Indigenous Excellence Movie Night and Table Tennis Tournament, as well as the SmartARTs Festival delivered by Pine Street Creative Arts Centre.

An evaluation of Youth Week 2011 was carried out by a young person from the Millers Point Youth Program with help from the City's Youth Project Officers. This included surveys and interviews with young people at all events, data collation and analysis, and interpretation and reporting on results. Data was also collected from key stakeholders in a survey at the end of National Youth Week.

Partnership Programs

Drivin' 4 Employment

Youth Services manages the Drivin' 4 Employment contract with Oasis Youth Support Network. Drivin' 4 Employment helps young people complete their learner hours and gain their provisional drivers licences, providing pathways to employment while emphasising road safety. Some 12 young people are reported to have received paid jobs as a result of this program.

Glebe Youth Services – After Dark Program

The City funded Glebe Youth Services for their After Dark Program (late night programming on a Friday and Saturday night in Glebe each week), a nutritional program and a case worker. The Manager of Youth Services sits on the Glebe Youth Services Management Committee as an adviser.

Consultation/Stakeholders Meetings

Youth Interagency

The Youth Interagency brings together organisations working with young people from across the Local Government Area to share information and to network. Organisations include government and non-government youth providers, NSW Police, sports facilities, local schools and more. The Youth Interagency has a mailing list with more than 200 members with about 30 to 40 members meeting quarterly.

In 2010/2011, a steering committee was formed to evaluate the interagency. As a result, the meetings now allow for more discussions and networking and a number of organisations have hosted and co-chaired the meetings throughout the year. This will continue in the coming year.

Business Activities

(ii) Category 1 Business Activities

Since July 1997, councils apply a corporatisation model to businesses with annual gross operating incomes of more than \$2 million – known as Category 1 business. This involves the establishment of separate reporting frameworks for accounting and management purposes. Businesses with annual gross operating incomes of less than \$2 million will be subject to full cost attribution as far as practicable.

In 2010/11, City of Sydney's only Category 1 Business (as identified in the Corporate Plan 2011–2014) was:

–Parking Stations

(iii) Category 2 Business Activities

Council did not identify any Category 2 Business Activities for the 2010/11 financial year

(iv) Category 1 Business Activities – Statement of Expenses, Revenues & Assets

Refer Special Purpose Financial Statements

(v) Implementing Principles of Competitive Neutrality

Since 1996, the City of Sydney has periodically implemented a Competitive Tendering Program consistent with the National Competitive Policy and the principles of competitive neutrality.

Within this program, controls are implemented to ensure that in-house businesses operate on a level playing field when tendering for contracts to provide Council services. In-house businesses awarded contracts are audited to ensure that operating costs and overheads are kept within the bid price (apart from approved variations to levels and quality of services). Access to Council plant and assets are monitored to prevent free or subsidised asset usage and other costs incurred by business units outside of Council are also reviewed to ensure that Council did not enjoy unfair discounts due to its status as a public sector entity.

(vi) Application of Competitive Neutrality Pricing Requirements to Category 1 Businesses

In 2010/11, Council's Category 1 Business activities were audited in the normal manner.

(vii) Competitive Neutrality Complaints Mechanism

Complaints in respect of competitive neutrality are managed by the Office of the Chief Executive Officer, and other units of Council as appropriate.

(viii) Performance of Category 1 Businesses

Business Activity	Key Performance Targets	Key Results
Parking Stations	Meet annual revenue budget of \$9.05 million	Achieved actual revenue of \$9.22 million
	Achieve Return on Capital of 5.10% or greater (being the 10 year government bond rate as at 30 June 2011).	Actual Return on Capital of 8.6%

(ix) Summary of Competitive Neutrality Complaints Made Against Council

In 2010/11, there were no competitive neutrality complaints made against the City of Sydney.

Annual Charge for Stormwater

Management Services

In 2010/11, \$2.661 million was allocated for stormwater management projects within the City of Sydney in three categories:

- Developing floodplain risk management plans for all catchments in the Local Government Area
- Stormwater drainage upgrades including investigation, design and construction
- Stormwater drainage quality improvement works including investigation, design and construction.

The City started investigations for major floodplain risk management projects including:

- A Flood Study for the Alexandra Canal Catchment (Complete)
- Green Square – West Kensington Floodplain Risk Management Study & Plan (completed up to Public exhibition stage – 95 per cent complete)
- Blackwattle Bay Catchment Flood Study (25 per cent complete)
- Johnstons Creek Catchment Flood (25 per cent complete).

The City completed or partially completed drainage investigations and designs for the following program of future works:

- The collection of drainage inventory data across all catchments in the LGA (Complete)
- “Midblock Area”, Zetland – drainage improvements (80 per cent complete)
- Lang Road, Centennial Park – drainage improvements (80 per cent complete)
- Holdsworth Street, Leamington Avenue, and Copeland Avenue, Newtown – Drainage improvement – Stage 1 (Complete)
- Moore Park Road and Oatley Road, Paddington – Drainage improvement (Complete)
- Carillon Avenue, Camperdown – Drainage improvement (Complete)
- Jamison Street and Clarence Street, Sydney CBD – Drainage improvement (Complete).

The City completed the following drainage upgrades:

- Victoria Street, Potts Point
- Macleay Street, Potts Point
- Morley Avenue, Rosebery
- Waratah Street, Rushcutters Bay
- Arthur Street and Coulton Lane, Surry Hills
- Wood Street and Hereford Street, Forest Lodge
- Earl Street and Springfield Avenue, Potts Point
- Young Street between Cooper Street and Boronia Street, Redfern,
- Francis Street, Glebe.

The City completed stormwater quality improvement works in Morley and Primrose Avenues, Rosebery.

Companion Animals

Companion Animal Activities

Pound Data

In 2010/11, the City of Sydney seized 70 cats and 214 dogs, a total of 284 animals.

Of these, 67 cats and 132 dogs, a total of 199 animals, were transferred to the Sutherland Shire Council's Animal Shelter, with which the City has a shared services agreement to care for the impounded animals.

- Three cats and 82 dogs were returned to their owners without needing transfer to the shelter.
- One cat and 83 dogs were released to their owners from the shelter.
- 27 cats and 13 dogs were euthanased because of illness or poor suitability for rehoming due to temperament.
- 51 cats and 54 dogs were rehomed from the Shelter.

Dog Attacks

Under the Companion Animals Act 1998 a dog attack is defined as: If a dog rushes at, attacks, bites, harasses or chases any person or animal (other than vermin), whether or not any injury is caused to the person or animal.

There were 87 reported dog attacks in the City of Sydney LGA in 2010/2011.

- 10 owners received penalty notices.
- 12 owners received cautions as they were minor incidents.
- 47 incidents resulted in witnesses being unable to identify the offending dog so no further action could be taken.
- 14 reports were still under investigation.
- One report was being investigated by the police.
- Six dangerous dog orders were issued.
- Two dogs were euthanased following the attacks.

Some incidents saw an owner or dog being classified in more than one of the above categories.

Companion Animal Community Education Programs

Dog Obedience Training

The City funded three six-week basic and intermediate dog obedience training courses for residents to help educate them about their responsibilities under the *Companion Animals Act*. At the end of the courses the residents were able to exercise effective control of their dogs, have a greater understanding of dog health and behaviour and contribute to making parks and open spaces safer and friendlier places for all visitors. 354 dogs and their handlers took part in the three courses offered in 2010/11.

Courses were held in Jul/Aug 2010, Oct/Nov 2010 and Mar/Apr 2011.

Promoting desexing and microchipping

Operation Cat

To help residents on low incomes or pensions, the City has been working with the Cat Protection Society of NSW to provide a subsidised desexing service. For \$40, residents are able to have their cats desexed, microchipped and transported to and from the vet.

In 2010/11, 42 males and 55 females were desexed and 88 cats were also microchipped as part of Operation Cat.

As well as the microchipping in Operation Cat, the City provided free microchipping without desexing for residents with pensioner concession or health care cards. 72 dogs and cats were microchipped by qualified City staff, without charge by external providers.

Pet Taxi

A pet taxi service is provided once a month by an established pet taxi company, "Porters 4 Pets" to help residents on pensions or low incomes to access discounted desexing services for their dogs. Sylvania Veterinary Hospital provides a discounted fee for desexing. 22 dogs were de-sexed during 2010/2011. The City covers the pet taxi service cost to and from the vet.

Strategies

The City has a shared services agreement with the Sutherland Shire Council to use Sutherland's Animal Shelter, a no-kill facility with the lowest euthanasia rate in NSW. The focus for the agreement is to re-home all suitable animals, upgrade the existing shelter and work together to provide a state-of-the-art animal adoption facility.

The animals available for adoption are now being promoted in the weekly staff newsletter "Round the Square" and in The Central Courier newspaper in a "Pet of the Week" column.

NSW Companion Animals Financial Reports

2010/2011 (In which DLG funds used)

The City spends in excess of \$300,000 annually on these services, for which the DLG provides a total rebate of \$51,488.

Dog Obedience Training	354 participants over three courses	\$39,204
Operation Cat, subsidised de-sexing program for pets of low income/pensioners.	97 cats desexed and 88 cats microchipped	\$8,987
Pet Taxi, transport only to and from vet for de-sexing of dogs.	Transport for 22 dogs	\$3,297
Total DLG funds used for the City of Sydney's Companion Animals programs		\$51,488

State of the Environment

Clause 217 (2) & Clauses 218-226
Subdivision 2 State of the
Environment Report

The City of Sydney State of the Environment Report is published as a separate document, which is available to view at the City's website: www.cityofsydney.nsw.gov.au

Government Information

Government Information (Public Access) Act 2009

The *Government Information (Public Access) Act 2009 (GIPA Act)* replaced the Freedom of Information Act 1989 on 1 July 2010. The GIPA Act provides four ways for government information to be released:

1. Open access information

We publish certain categories of information on our website as a matter of course; this is known as Open Access Information. Open Access Information includes details of contracts, policies and development applications, as well as many other categories of information.

2. Proactive release

We release as much other information as possible to the public free of charge and publish as much as possible on our website.

3. Informal release of information

Members of the public may contact us and ask for information. This is known as an informal request.

4. Formal access application for release of information

If information cannot be accessed through any of the above ways, members of the public may submit an access application.

This report provides an account of the City's work for the period 1 July 2010 to 30 June 2011. During this time the focus of our activities was to meet the requirements of the GIPA Act with regard to Open Access Information and to establish simple processes for dealing with the informal release of information and with access applications.

Two units – Governance and Information Services – addressed the City's objectives and obligations under the GIPA Act. These units had a great deal of contact with internal stakeholders before the introduction of the GIPA Act, seeking information and giving advice on preparing for the new legislation to take effect. Potential opportunities to publish information were identified and the issues raised informed the resources that were developed to help City staff comply with the GIPA Act.

During the reporting period the following categories of information have been published on the City's website:

- Policies
- Contracts
- Delegations
- Land Register
- Graffiti removal work
- Political donations
- Environmental Planning Instruments
- Development applications
- Leases and licenses for use of public land classified as community land.

The following documents relevant to the GIPA Act have been published on the City's website:

- Access to Information Policy
- Access to information frequently asked questions
- Amended delegations of authority
- Access to information application forms
- Publication Guide
- Disclosure Log.

Our focus for 2011/12 is to continue to review the information held by the City and to work with internal stakeholders to encourage proactive publication of information and to develop procedures and guidance material.

Statistical Information about access applications

Total number of access applications received during the reporting year	3
Total number of access applications refused during the reporting year	0

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media								
Members of Parliament								
Private sector business								
Not for profit organisations or community groups								
Members of the public (application by legal representative)								
Members of the public (other)			1					

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media								
Personal information applications*								
Access applications (other than personal information applications)			1					
Access applications that are partly personal information applications and partly other								

*A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	
Application is for excluded information of the agency (section 43 of the Act)	
Application contravenes restraint order (section 110 of the Act)	
Total number of invalid applications received	
Invalid applications that subsequently became valid applications	

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used*
Overriding secrecy laws	
Cabinet information	
Executive Council information	
Contempt	
Legal professional privilege	
Excluded information	
Documents affecting law enforcement and public safety	
Transport safety	
Adoption	
Care and protection of children	
Ministerial code of conduct	
Aboriginal and environmental heritage	

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	
Law enforcement and security	
Individual rights, judicial processes and natural justice	
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	
Secrecy provisions	
Exempt documents under interstate Freedom of Information legislation	

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	1
Decided after 35 days (by agreement with applicant)	
Not decided within time (deemed refusal)	
Total	1

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review		1	1
Review by Information Commissioner*			
Internal review following recommendation under section 93 of Act			
Review by ADT			
Total			

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	

Privacy Protection Special Variation

Privacy and Personal Information Protection Act 1998 – Section 33 (3)

The City must prepare a statement of privacy complaints, of the action taken and its statistical detail of the review.

During 2010/11 the City received no privacy complaints.

Special Variation of General Income over a period of years Section 508(2) & s508A

The Minister for Local Government granted an approval in 2001/02 for the City to raise a special variation equivalent to an additional 1.5% of the City's General Income (Ordinary Rates).

The levy was approved to help offset the costs of the City's provision of "Quality of Life" services, including the implementation and ongoing monitoring of CCTV Security, Homelessness Services and Graffiti Removal.

2010/11	
Income from Special Variation (1.5%)	\$3,198,488.30
Expenditure on "Quality of Life" Services	
CCTV Security	\$1,511,620.96
Homelessness	\$2,189,625.01
Graffiti Removal	\$2,322,600.61
Total Cost (excluding internal overheads)	\$6,023,846.58
Cost of Programs borne from Council's other income	\$2,825,348.28

CCTV security

The City of Sydney operates a Street Safety Camera Program using 81 cameras. These cameras cover all areas of the City's Local Government Area from Campbell Cove in The Rocks (North), Victoria Park and Glebe Point Road in Glebe (South), Chinatown (West), Taylor Square and Kings Cross (East). The cameras are monitored by City employees 24 hours a day, seven days a week.

The main purpose of the Program is to help NSW Police reduce the incidents and severity of crimes against people and alcohol-related crimes within the City. NSW Police ask for between 1,100–1,200 copies of recorded footage each year to assist in their investigations and prosecutions of offenders.

Homelessness

The City of Sydney is the only local council in Australia with a dedicated Homelessness Unit and established the Homeless Persons Information Centre (HPIC) in 1985. The Homelessness Unit is responsible for providing direct service; contracting services; policy and project development; community and stakeholder relationships; research and resource development and; sector support across our Local Government Area. You can read about the full range of our homelessness services on page 54 of this report.

Graffiti removal

The City of Sydney aims to quickly remove graffiti and bill posters to ensure streets and villages look clean and safe. Crews patrol graffiti 'hotspots' daily and remove graffiti within 24 hours of seeing it or when consent is given by the building owner/resident.

Between July 2010 and June 2011, City crews removed more than 326,000 graffiti tags and bill posters, covering an area of nearly 60,000 metres squared.

Environmental Planning Act

Environmental Planning and Assessment Act 1979 – Section 93g (5)

Application No.	Description of Public Benefits	Other party to VPA	Street address	Suburb	Status
D/1999/757	Public Domain Works: upgrade the street setback, install traffic management devices. Landscape and dedicate new park.	AVJ ERSKINEVILLE PTY LTD	2 Coulson Street	ERSKINEVILLE	Complete
D/2001/830	Public Domain Works: upgrade and widen the footpath, plant street trees and install new street lights. Relocate services. Dedicate land to Council.	AMELIA 1822 PTY LTD	18–22 Amelia Street	WATERLOO	Ongoing
D/2002/1081	Public Domain Works: footpath widening and upgrade. Monetary Contribution for Green Square Town Centre infrastructure.	FKP COMMERCIAL DEVELOPMENTS PTY LTD	57 Rothschild Avenue	ROSEBERY	Complete
D/2002/1262	Public Domain Works: Improvement and enhancement of Waterloo Oval.	Mr John Angius	8 Allen Street	WATERLOO	Ongoing
D/2002/42	Monetary Contribution: Infrastructure of Green Square Town Centre.	SEE WIN ENTERPRISES PTY LTD	282–288 Botany Road	ALEXANDRIA	Complete
D/2002/971	Public Domain Works: construction of footpath, tree planting and landscaping.	WEST APARTMENTS PTY LTD	485–501 Wattle Street	ULTIMO	Work Completed awaiting certification
D/2003/246	Public Domain Works: footpath upgrade, tree planting, street lighting, undergrounding of cables, drainage, road works.	GMD NSW PTY LTD	29–37 Epsom Road	ROSEBERY	Complete
D/2004/225	Public Domain Works: enlarge and upgrade Email Park. Widen and upgrade footpaths to O'Dea Ave, Joynton Ave and Mcpherson Lane. Construct road extension to Merton St. Carry out local traffic calming measures.	CRONOS CORPORATION PTY LTD	13 Joynton Avenue	ZETLAND	Ongoing
D/2004/259	Public Domain Works: new roads and footpaths. Construct and dedicate a public park to Council. Design and construct stormwater detention facilities. Stage 1 Monetary Contribution for Green Square Town Centre infrastructure.	EVEREST PROJECT DEVELOPMENTS PTY LTD	1–2 Sydneygate	WATERLOO	Ongoing
D/2004/655	Monetary Contribution: to restoration and relocation of heritage gates.	THE UNIVERSITY of SYDNEY	96–148 City Road	DARLINGTON	Complete
D/2005/1326	Monetary Contribution: to be used for the supply and installation of pedestrian/street lighting to the Sussex Street, Little Hay Street and Dixon Street frontages.	FASAKO PTY LTD	405–411 Sussex Street	HAYMARKET	Complete

Environmental Planning Act

Application No.	Description of Public Benefits	Other party to VPA	Street address	Suburb	Status
D/2005/274	Public Domain Works: Construct asphalt footpaths.	TEPCORP DEVELOPMENTS PTY LTD	4 Hill Street	SURRY HILLS	Ongoing
D/2006/631	Monetary Contribution: to be applied to road enhancements in area of site (Greenknowe Ave, Macleay St).	TRUST COMPANY LIMITED	46A Macleay Street	ELIZABETH BAY	Ongoing
D/2006/721	Public Domain Works: construct through site link and public open space area, with rights of public access recorded on title. Upgrade the surrounding public footways.	LINDSAY BENNELONG DEVELOPMENTS PTY LTD	50 McLachlan Avenue	DARLINGHURST	Complete
D/2007/1228	Public Domain Works: upgrade of Pitt Street Mall.	WESTFIELD MANAGEMENT LIMITED	184–190 Pitt Street	SYDNEY	Complete
D/2007/1270	Public Domain Works: incorporate public art in publicly accessible areas.	DB RREEF FUNDS MANAGEMENT LIMITED	1 Bligh Street	SYDNEY	Complete
D/2007/2137	Public Domain Works: monetary contribution for road resheeting in Hill St Darlinghurst.	ELK 1 PTY LIMITED	32–38 Flinders Street	DARLINGHURST	Ongoing
D/2007/2294	Public Domain Works: construct widened footpath areas, dedicating the associated land. Monetary Contribution for Green Square Town Centre infrastructure.	PROTON ELECTRIC CO PTY LTD	213–217 Botany Road	WATERLOO	Ongoing
D/2007/2520	Public Domain Works: upgrade of Joynton Avenue frontage incorporating the off road cycleway.	KARIMBLA PROPERTIES (NO2) PTY LTD	114–120 Joynton Avenue	ZETLAND	Ongoing
D/2007/419	Public Domain Works: remediation and landscaping of a new park.	FRASERS CITY QUARTER PTY LIMITED	238 Hereford Street	FOREST LODGE	Ongoing
D/2008/102	Public Domain Works: footpath widening and land dedication. Monetary Contributions for Green Square Town Centre and local cycleways.	OVERLAND CONSOLIDATED PTY LTD	67–77 Epsom Road	ROSEBERY	Ongoing
D/2008/1411	Monetary Contribution: for the Green Square Town Centre infrastructure and Sydney Park Transgrid Water Re-Use Project (Water treatment and harvesting project for Sydney Park wetlands and Alan Davidson Oval).	FOUNTAIN STREET PTY LIMITED	15–17 Fountain Street	ALEXANDRIA	Ongoing
D/2008/150	Public Domain Works: upgrade footpaths. Construct and register rights over through-site link.	MULTIPLEX CLARENCE ST PTY LTD and MULTIPLEX KENT & CLARENCE STREET PTY LTD	161 Clarence Street	SYDNEY	Ongoing

Environmental Planning Act

Application No.	Description of Public Benefits	Other party to VPA	Street address	Suburb	Status
D/2008/1588	Monetary Contribution: to be used for the upgrade of Prince Albert Park.	SANKILT PTY LIMITED	133 Regent Street	REDFERN	Ongoing
D/2008/368	Public Domain Works: upgrade of granite paving to frontages of site.	MIRVAC PROJECTS PTY LTD	8-12 Chifley Square	SYDNEY	Ongoing
D/2009/266	Public Domain Works: upgrade as per the Redfern pedestrian cycling and traffic calming scheme in Marriott and Baptist Streets.	MADEL INVEST PTY LTD	189-195 Phillip Street	WATERLOO	Complete
D/2009/675	Public Domain Works: road upgrade and dedication.	RAILWAY & TRANSPORT HEALTH FUND LTD	1-9 Buckingham Street	SURRY HILLS	Complete
D/2010/1120	Monetary Contribution: for the Green Square Town Centre infrastructure and the Sydney Park Transgrid Water Re-Use Project.	HL CONSTRUCTIONS PTY LTD	15-17 Fountain Street	ALEXANDRIA	Ongoing
D/2010/623	Public Domain Works: underground cables (4 spans) along Bennan Street. Upgrade footpath, verge and street lighting in Brennan St. Monetary Contribution: towards Green Square Town Centre infrastructure.	MCEVOY 105 PTY LTD	105-109 McEvoy Street	ALEXANDRIA	Ongoing
D/2010/756	Monetary Contribution: to be used for road and footpath upgrades to Dibbs Street, Robertson Rd, Martin Rd, and Anzac Parade (between Robertson Rd and Alison Rd).	Mrs Anita Bhandari	14 Martin Road	CENTENNIAL PARK	Ongoing
D/2010/792	Monetary Contribution: for Green Square Town Centre infrastructure and Regional Cycleway Network, Route 9 – Sydney Park to Centennial Park.	WALTCORP RIVERBANK NOMINEE PTY LTD	3-7 Power Avenue	ALEXANDRIA	Ongoing
D/2010/849	Monetary Contribution: to be used for the Redfern Pedestrian Cycling and Traffic Calming Plan and Green Square Town Centre infrastructure.	R W WINNING (HOLDINGS) PTY LTD	177-187 Phillip Street	WATERLOO	Ongoing

City of Sydney Act

City of Sydney Act 1988 – Section 63 (3)

Nil return.

Code of Conduct

Code of Conduct 12.33

Section 12.33 of the City of Sydney Code of Conduct requires the Chief Executive Officer to report annually to Council on Code of Conduct complaints. Complaints alleging breaches of the Code of Conduct between 1 July 2010 and 30 June 2011 are listed here.

Number of complaints	Nature of complaints	Outcome of complaints
1	Alleged conflict of interest by a Councillor	Following investigation it was determined that there was no breach of the Code of Conduct
1	Alleged breach of the information provisions of the Code of Conduct by a Councillor	Following investigation it was determined that there was no breach of the Code of Conduct
1	Alleged non-declaration of a significant non-pecuniary conflict of interest a Councillor.	Following investigation it was determined that there was no breach of the Code of Conduct

2010/11 Financial Report

Financial Statements Local Government Act
1993 S.428(2) (9)

CITY OF SYDNEY

GENERAL PURPOSE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011



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Overview

- (i) These financial statements are General Purpose Financial Statements and cover the consolidated operations for the Council of the City of Sydney (City of Sydney) (ABN 22 636 550 790).
- (ii) The Council of the City of Sydney (City of Sydney) is a body politic of NSW, Australia - being constituted as a Local Government area by proclamation and is duly empowered by the Local Government Act (LGA) 1993 of NSW.

Council's Statutory Charter is specified in Paragraph 8 of the LGA and includes;

- carrying out activities and providing goods, services & facilities appropriate to the current & future needs of the Local community and of the wider public
- responsibility for administering regulatory requirements under the LGA and other applicable legislation, &
- a role in the management, improvement and development of the resources of the local government area.

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

- (iii) All figures presented in these financial statements are presented in Australian Currency.
- (iv) These financial statements were authorised for issue by the Council on 19 September 2011.
-

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across NSW are required to present a set of audited Financial Statements to their Council & Community.

What you will find in the Statements

The Financial Statements set out the financial performance, financial position & cash flows of Council for the financial year ended 30 June 2011.

The format of the Financial Statements is standard across all NSW Councils and complies with both the accounting & reporting requirements of Australian Accounting Standards and requirements as set down by the NSW Division of Local Government.

About the Statement by Councillors and Management

The Financial Statements must be confirmed by Councillors and Management as "presenting fairly" the Council's financial results for the year, and are required to be adopted by Council - ensuring both responsibility for & ownership of the Financial Statements.

About the Primary Financial Statements

The Financial Statements incorporate 5 "primary" financial statements:

1. An Income Statement

A summary of Council's financial performance for the year, listing all income & expenses.

This Statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. A Statement of Comprehensive Income

Primarily records the net result for the year and the changes in the fair values of Council's Infrastructure, Property, Plant & Equip.

3. A Balance Sheet

A 30 June snapshot of Council's Financial Position including its Assets & Liabilities.

4. A Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. A Statement of Cash Flows

Indicates where Council's cash came from and where it was spent.

This Statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the 5 Primary Financial Statements.

About the Auditor's Reports

Council's Financial Statements are required to be audited by external accountants (that generally specialize in Local Government).

In NSW, the Auditor provides 2 audit reports:

1. An opinion on whether the Financial Statements present fairly the Council's financial performance & position, &
2. Their observations on the conduct of the Audit including the Council's financial performance & financial position.

Who uses the Financial Statements ?

The Financial Statements are publicly available documents & must be presented at a Council meeting between 7 days & 5 weeks after the date of the Audit Report.

Submissions from the public can be made to Council up to 7 days subsequent to the public presentation of the Financial Statements.

Council is required to forward an audited set of Financial Statements to the Division of Local Government.

Statement by Councillors and Management

made pursuant to Section 413(2)(c) of the Local Government Act 1993 (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:


- The Local Government Act 1993 (as amended) and the Regulations made thereunder,
- The Australian Accounting Standards and professional pronouncements, and
- The Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these Financial Statements:


- present fairly the Council's operating result and financial position for the year, and
- accords with Council's accounting and other records.

We are not aware of any matter that would render the Reports false or misleading in any way.

Signed in accordance with a resolution of Council made on 19 September 2011.



Clover Moore
LORD MAYOR



Robert Kok
COUNCILLOR



Monica Barone
CHIEF EXECUTIVE OFFICER



Bill Carter
CHIEF FINANCIAL OFFICER

Income Statement

for the financial year ended 30 June 2011

Budget ⁽¹⁾ 2011	\$ '000	Notes	Actual 2011	Actual 2010
Income from Continuing Operations				
Revenue:				
244,973	Rates & Annual Charges	3a	246,757	237,722
90,457	User Charges & Fees	3b	91,227	79,388
22,430	Interest & Investment Revenue	3c	25,112	24,702
86,048	Other Revenues	3d	90,837	85,049
13,062	Grants & Contributions provided for Operating Purposes	3e,f	14,722	14,265
15,000	Grants & Contributions provided for Capital Purposes	3e,f	28,334	16,716
Other Income:				
-	Net gains from the disposal of assets	5	7,912	541
471,970	Total Income from Continuing Operations		504,901	458,382
Expenses from Continuing Operations				
163,907	Employee Benefits & On-Costs	4a	161,342	154,416
50	Borrowing Costs	4b	-	27
91,748	Materials & Contracts	4c	80,196	84,214
72,990	Depreciation & Amortisation	4d	69,823	65,694
88,865	Other Expenses	4e	79,437	74,419
417,560	Total Expenses from Continuing Operations		390,798	378,770
54,409	Operating Result from Continuing Operations		114,103	79,612
54,409	Net Operating Result for the Year		114,103	79,612
54,409	Net Operating Result attributable to Council		114,103	79,612
39,409	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		85,769	62,896

(1) Original Budget as approved by Council - refer Note 16

This Statement should be read in conjunction with the accompanying Notes.

Statement of Comprehensive Income

for the financial year ended 30 June 2011

\$ '000	Notes	Actual 2011	Actual 2010
Net Operating Result for the year (as per Income statement)		114,103	79,612
Other Comprehensive Income			
Gain (loss) on revaluation of I,PP&E	20b (ii)	1,230,285	14,289
Gain (loss) on revaluation of Trust Assets	20b (ii)	983,645	-
Total Other Comprehensive Income for the year		2,213,930	14,289
Total Comprehensive Income for the Year		2,328,033	93,901
Total Comprehensive Income attributable to Council		2,328,033	93,901

This Statement should be read in conjunction with the accompanying Notes.

Balance Sheet

as at 30 June 2011

\$ '000	Notes	Actual 2011	Actual 2010
ASSETS			
Current Assets			
Cash & Cash Equivalents	6a	198,002	212,648
Investments	6b	79,851	66,307
Receivables	7	38,204	32,163
Inventories	8	731	545
Other	8	4,018	3,189
Total Current Assets		320,806	314,851
Non-Current Assets			
Investments	6b	167,369	145,478
Receivables	7	1,163	1,486
Infrastructure, Property, Plant & Equipment	9	6,105,715	3,892,742
Investment Property	14	211,287	133,430
Other	8	258	272
Total Non-Current Assets		6,485,793	4,173,408
TOTAL ASSETS		6,806,599	4,488,259
LIABILITIES			
Current Liabilities			
Payables	10	69,528	68,314
Provisions	10	43,050	40,416
Total Current Liabilities		112,579	108,730
Non-Current Liabilities			
Payables	10	8,250	5,386
Provisions	10	23,101	22,782
Total Non-Current Liabilities		31,351	28,168
TOTAL LIABILITIES		143,930	136,898
Net Assets		6,662,669	4,351,361
EQUITY			
Retained Earnings	20	2,676,276	2,578,898
Revaluation Reserves	20	3,986,393	1,772,463
Council Equity Interest		6,662,669	4,351,361
Total Equity		6,662,669	4,351,361

This Statement should be read in conjunction with the accompanying Notes.

Statement of Changes in Equity

for the financial year ended 30 June 2011

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Equity Interest	Minority Interest	Total Equity
2011						
Opening Balance (as per Last Year's Audited Accounts)		2,578,898	1,772,463	4,351,361	-	4,351,361
a. Correction of Prior Period Errors	20 (c)	(16,725)	-	(16,725)	-	(16,725)
Revised Opening Balance (as at 1/7/10)		2,562,173	1,772,463	4,334,636	-	4,334,636
c. Net Operating Result for the Year		114,103		114,103	-	114,103
d. Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)		1,230,285	1,230,285		1,230,285
- Revaluations: Trust Assets Reserves	20b (ii)		983,645	983,645		983,645
Other Comprehensive Income		-	2,213,930	2,213,930	-	2,213,930
Total Comprehensive Income (c&d)		114,103	2,213,930	2,328,033	-	2,328,033
Equity - Balance at end of the reporting period		2,676,276	3,986,393	6,662,669	-	6,662,669

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Equity Interest	Minority Interest	Total Equity
2010						
Opening Balance (as per Last Year's Audited Accounts)		2,480,203	1,758,174	4,238,377	-	4,238,377
a. Correction of Prior Period Errors	20 (c)	19,083	-	19,083	-	19,083
Revised Opening Balance (as at 1/7/09)		2,499,286	1,758,174	4,257,460	-	4,257,460
Net Operating Result for the Year		79,612	-	79,612	-	79,612
Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)	-	14,289	14,289	-	14,289
Other Comprehensive Income		-	14,289	14,289	-	14,289
Total Comprehensive Income		79,612	14,289	93,901	-	93,901
Equity - Balance at end of the reporting period		2,578,898	1,772,463	4,351,361	-	4,351,361

This Statement should be read in conjunction with the accompanying Notes.

Statement of Cash Flows

for the financial year ended 30 June 2011

Budget 2011	\$ '000	Notes	Actual 2011	Actual 2010
Cash Flows from Operating Activities				
<u>Receipts:</u>				
244,973	Rates & Annual Charges		247,022	237,593
90,457	User Charges & Fees		98,057	84,960
22,430	Investment & Interest Revenue Received		18,251	16,460
28,062	Grants & Contributions		42,696	26,767
-	Bonds & Deposits Received		-	-
86,048	Other		107,443	98,719
<u>Payments:</u>				
(163,907)	Employee Benefits & On-Costs		(161,003)	(150,767)
(91,748)	Materials & Contracts		(87,079)	(96,010)
(88,915)	Other		(91,649)	(87,035)
127,399	Net Cash provided (or used in) Operating Activities	11b	173,737	130,687
Cash Flows from Investing Activities				
<u>Receipts:</u>				
	Nil			
-	Sale/Redemption of Investment Securities		159,695	218,904
-	Reclassification of Investments to Cash/Cash Equivalents		191,464	100,677
-	Sale of Infrastructure, Property, Plant & Equipment		17,023	2,011
<u>Payments:</u>				
	Purchase of Investment Securities		(385,020)	(273,000)
(78,400)	Purchase of Investment Property		(77,857)	(14)
(173,381)	Purchase of Infrastructure, Property, Plant & Equipment		(93,687)	(108,401)
(251,781)	Net Cash provided (or used in) Investing Activities		(188,382)	(59,823)
Cash Flows from Financing Activities				
<u>Receipts:</u>				
	Nil			
<u>Payments:</u>				
	Nil			
-	Net Cash Flow provided (used in) Financing Activities		-	-
(124,382)	Net Increase/(Decrease) in Cash & Cash Equivalents		(14,646)	70,864
212,648	plus: Cash & Cash Equivalents - beginning of year	11a	212,648	141,784
88,266	Cash & Cash Equivalents - end of the year	11a	198,002	212,648
Additional Information:				
	plus: Investments on hand - end of year	6b	247,220	211,785
	Total Cash, Cash Equivalents & Investments		445,222	424,433

Please refer to Note 11 for information on the following:

- Non Cash Financing & Investing Activities.
- Financing Arrangements.
- Net cash flow disclosures relating to any Discontinued Operations

This Statement should be read in conjunction with the accompanying Notes.

Notes to the Financial Statements

for the financial year ended 30 June 2011

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Note 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1. Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards, Urgent Issues Group Interpretations, the Local Government Act 1993 and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting.

These financial statements encompass all business and non-business operations which the City of Sydney controls and have been prepared on the accrual basis of accounting.

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of financial assets and liabilities at fair value through profit or loss, employee leave entitlements shown at the present value of future cash flows, and certain classes of infrastructure, property, plant and equipment and investment property shown at fair value.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. Accounting estimates have been applied in relation to determination of infringement charges under the Parking Enforcement Agreement, provisions for restoration costs, employee benefits and the valuation of infrastructure, property, plant and equipment and investment properties.

2. The Local Government Reporting Entity and Principles of consolidation

City of Sydney has its principal business office at Town Hall House, 456 Kent Street, Sydney, NSW 2000, Australia. City of Sydney (the Council) is empowered by the New South Wales Local Government Act 1993 and its Charter is specified in Section 8 of the Act.

A description of the nature of the Council's operations and its principal activities are provided in Note 2 of this report.

The General Purpose Financial Statements incorporate the assets and liabilities of the Council for the financial period ended on 30 June 2011. In the process of reporting on the local government as a single unit, all transactions and balance between activities (for example, loans and transfers) have been eliminated.

2.1 The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (as amended), all money and property received by Council is held in Council's Consolidated Fund unless it is required to be held in Council's Trust Fund. The Consolidated Fund and any other entities through which Council controls resources to carry on its functions, including reserve trusts relating to Crown reserves, have been included in the financial statements forming part of this report.

The total revenue and expenditure from ordinary activities and the net assets held are as follows (\$'000):

	2010-11	2009-10
Total Revenue from Ordinary Activities incl. Capital amounts	\$ 504,901	\$ 458,382
Total Expenditure from Ordinary Activities	\$ 390,798	\$ 378,770
Total Net Assets (Equity) Held	\$6,662,669	\$ 4,351,361

2.2 *The Trust Fund*

In accordance with the provisions of Section 411 of the Local Government Act 1993 (as amended), separate and distinct Trust Funds are maintained to account for all money and property received by the Council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies. Trust monies and property subject to Council's control have been included in the financial statements forming part of these reports.

Trust monies held and properties owned by Council, but not subject to control by Council, have been excluded from these reports. A separate, more detailed statement of monies held in Trust, is available for inspection at the Council office by any person free of charge.

1.3 *Joint Venture*

Council did not at any time for the years presented have an interest in any joint venture.

3. **Revenue recognition**

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and specific criteria have been met for each of the Council's activities as described below. Council bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is measured at the fair value of the consideration received or receivable. Revenue is measured on major income categories as follows:

3.1 *Rates*

The rating period and reporting period for the Council coincide. Accordingly, all rates levied for the year are recognised as revenues. Uncollected rates are recognised as receivables after providing for amounts due from unknown owners, postponed rates and doubtful rates for properties on leased Crown Land in accordance with the requirements of the Local Government Act 1993. A provision for Doubtful Debts on all other rates has not been established, as unpaid rates represents a charge against the rateable property that will be recovered when the property is next sold.

3.2 *Grants, Contributions and Donations*

Grants, contributions and donations (in cash or in kind) are recognised as revenues when the council obtains control over the assets comprising the contributions. Control over granted assets is normally obtained upon their receipt. When notification has been received that a grant has been secured and Council acts in reliance of that notification, control is deemed at that time.

Yet to be received contributions over which the Council has control are recognised as receivables.

Where grants, contributions and donations are recognised as revenues during the reporting period on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the nature of and amounts pertaining to those undischarged conditions are disclosed in these notes.

The amount of grants and contributions recognised as revenues in a previous reporting period which were obtained in respect of the council's operations for the current reporting period are also disclosed.

3.3 *Contributions under Section 94 of the Environmental Planning and Assessment (EPA) Act 1979*

The Council has obligations to provide facilities from contributions required from developers under the provisions of s.94 of the EPA Act 1979. These contributions may be expended only for the purposes for which the contributions were required, but the Council may, within each area of benefit, apply contributions according to the priorities established in the relevant contributions plans and accompanying works schedules.

Contributions plans adopted by the Council are available for public inspection free of cost.

3.4 *User charges and fees*

User charges and fees are recognised as revenue when the service has been provided, or the payment is received, whichever first occurs.

A provision for doubtful debt is recognised when collection in full is no longer probable.

3.5 *Sale of Infrastructure, property, plant and equipment*

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

3.6 *Interest and rents*

Interest and rents are recognised as revenue on a proportional basis when the payment is due, the value of the payment is notified, or the payment is received, whichever first occurs.

3.7 *Infringement charges and parking fees*

Parking fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs. Infringement charges are recognised as revenue when the penalty has been applied to the extent of expected recovery determined in accordance with past experience.

4. **Cash and cash equivalents**

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts, if any, are shown within borrowings in current liabilities on the balance sheet.

Short-term, highly liquid investments are valued at market value in accordance with the policy in Note 1(6). All revenue and changes in market values are recognised in the income statement.

5. **Policy on internal and external restrictions on cash and cash equivalents**

Cash and cash equivalents are restricted for prudent financial management purposes as follows:

Employee Leave Entitlements - 10% of the employee leave entitlement provision is set aside to fund extraordinary movements of staff. Normal annual payments of leave entitlements are funded from operating income.

Public Liability & Workers Compensation Insurance - Cash has been restricted for 100% of both provisions.

Domestic Waste - Any cash surplus from operations is held as a restricted asset to fund capital expenditure or process improvements to the Domestic Waste collection business.

Security Deposits - All security deposits are held as restricted funds.

Commercial Properties – Funds from the divestment of excess commercial properties are set aside to reinvest and continue the revenue stream from and maintain diversification of Council's large commercial and investment property portfolio.

Unexpended Grants - 100% of grants received not spent during the year are treated as restricted funds.

Developer Contributions – 100% Developer Contributions levied under Section 94, Section 61 and Voluntary Planning Agreements not yet expended in accordance with the applicable deed or contributions plan.

Contributions – Capital Works – 100% of Contributions provided to Council by third parties that are yet to be expended on the project/s for which they were provided.

Floor Space Bonus (FSB/FSR) - 100% of floor space bonuses contributions levied, not yet expended in accordance with their respective deeds of agreement.

Stormwater Management – 100% of monies set aside for various structural and non-structural programs used to reduce urban stormwater pollution.

City Centre Transformation – 100% of monies set aside to fund transport initiatives with the State Government within the City, including the transformation of George Street into a shared pedestrian zone with light rail public transport.

Green Square Town Centre – 100% of monies set aside for Green Square infrastructure not funded by developer contributions or grant funding.

Green Infrastructure – 100% of monies set aside for implementing green infrastructure projects including co/trigeneration plants, water recycling and evacuated waste systems to deliver enhanced environmental benefits to the organisation and community.

Renewable Energy – 100% of monies set aside to develop renewable energy for the organisation that can be derived from wind, solar or geo-thermal sources. A further \$2M per annum will be set aside until 2014/15

Community Facilities – Funds from the divestment of properties that no longer fulfill community needs are set aside for the future acquisition or development of property to improved community spaces or replacement facilities that meet community needs at that time.

Operational Facilities – Funds from the divestment of surplus operational properties are set aside for the future acquisition or development of properties to supplement or replace buildings within the current operational building assets portfolio that provide infrastructure for the operation of Council's services.

Infrastructure Contingency – 100% of monies are set aside for the immediate funding of urgent and expensive rectification of historic buildings and ageing infrastructure (eg. stormwater).

Capital Expenditure (General) – 100% of monies are set aside for capital works projects and plant and asset acquisitions that are not funded by contributions, grants or other reserves.

6. Investments and other financial assets

6.1 Classification

Council classifies its investments in the following categories: financial assets at fair value through profit or loss, loans and receivables, held-to-maturity investments and available-for-sale financial assets. The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

(i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are financial assets available for trading and include any assets that may be acquired principally for the purpose of selling in the short term. Derivatives are not acquired unless they are required as hedges. Assets in this category are classified under current assets as either cash equivalents where the maturity is 90 days or less from balance date, or as investments where the maturity dates are longer.

(ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the balance sheet date which are classified as non-current assets. Loans and receivables are included in trade and other receivables in the balance sheet.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council's management has the positive intention and ability to hold to maturity. If Council were to sell other than an insignificant amount of held-to-maturity financial assets, the whole category would be tainted and reclassified as available-for-sale. Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the reporting date, which are classified as current assets.

(iv) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the balance sheet date. Investments are designated as available-for-sale if they do not have fixed maturities and fixed or determinable payments and management intends to hold them for the medium to long term.

Council did not at any time for the years presented hold any available-for-sale financial assets.

6.2 Recognition and derecognition

Regular purchases and sales of financial assets are recognised on trade-date - the date on which Council commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss.

Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in equity are included in the income statement as gains and losses from investment securities.

6.3 Subsequent measurement

Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Available-for-sale financial assets and financial assets at fair value through profit and loss are subsequently carried at fair value. Gains or losses arising from changes in the fair value of the financial assets at fair value through profit or loss category are presented in the income statement within other income or other expenses in the period in which they arise.

Changes in the fair value of other monetary and non-monetary securities classified as available-for-sale are recognised in equity.

6.4 Fair value

The fair values of quoted investments are based on current bid prices. If the market for a financial asset is not active, Council establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis, and option pricing models providing indicative prices making maximum use of market inputs and relying as little as possible on entity-specific inputs.

6.5 Impairment

Council assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired. In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of a security below its cost is considered as an indicator that the securities are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss - measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss - is removed from equity and recognised in the income statement. Impairment losses recognised in the income statement on equity instruments classified as available-for-sale are not reversed through the income statement.

6.6 Investment Policy

Council has an approved investment policy complying with Section 625 of the Local Government Act and S212 of the Local Government (General) Regulations 2005. Investments are placed and managed in accordance with that policy and having particular regard to authorised investments prescribed under the Ministerial Local Government Investment Order. Council maintains an investment policy that complies with the Act and ensures that it or its representatives exercise care, diligence and skill that a prudent person would exercise in investing council funds.

Council amended its investment policy following revisions to the Investment Order arising from the Cole Inquiry recommendations. Certain investments the Council holds are no longer prescribed – for example managed funds, subordinated floating rate notes, CDOs, and equity and asset linked capital protected notes – however they have been retained under grandfathering

provisions of the Order. These will either be held to maturity or disposed of when most financially advantageous to Council.

7. Receivables

Receivables are recognised initially at fair value and subsequently measured at amortised cost, less provision for impairment. Receivables are due for settlement no more than 30 days from the date of recognition.

Collectability of receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off by reducing the carrying amount directly. An allowance for impairment of receivables is established when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the receivable is impaired. The amount of the impairment allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. Cash flows relating to short term receivables are not discounted if the effect of discounting is immaterial.

The amount of the impairment loss is recognised in the income statement within other expenses. When a receivable for which an impairment allowance had been recognised becomes uncollectible in a subsequent period, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against other expenses in the income statement.

Non-current receivables represent future entitlements to works in kind for which construction certificates have been issued and are only recognised once secured by bank guarantees, security deposits or other similar forms of security.

8. Inventories

Council holds inventories for consumption for the purpose of providing works and services. There is no objective of sale for such items. Council values these items at cost, assessed for loss of service potential, and where appropriate, writes the value down accordingly.

Council does not hold any land inventories for re-sale.

9. Infrastructure, property, plant and equipment

9.1 Valuation of assets

Council's assets are being progressively revalued to fair value in accordance with a staged implementation advised by the Department of Local Government. At balance date the following classes of infrastructure, property, plant and equipment were stated at their fair value:

- Operational land (External Valuation).
- Buildings (including buildings subject to long-term leases) – Specialised/Non Specialised (External Valuation).
- Plant and equipment (as approximated by depreciated historical cost).
- Land under roads (as approximated by the average Valuer-General valuations of all land in the surrounding suburbs within the Local Government area).
- Road assets – roads, bridges and footpaths (Internal Valuation).
- Drainage assets (Internal Valuation).
- Community land (Internal Valuation based on the deprival method using Valuer-General valuations of immediately adjacent properties).
- Land improvements (as approximated by depreciated replacement cost).
- Other structures - Trees (Replacement Cost).
- Public Art (External Valuation).

- Heritage Collection (External Valuation).
- Other assets (as approximated by depreciated historical cost).

Operational land that is either subject to development as Community Land or is zoned by Council as Open Space is classified as Community Land.

Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the asset; all other decreases are charged to the Income statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051. Council considered that comparability with State organisations and other major councils was of greater significance than recognising the notional completeness of the asset class. Since Council had not recognised any land under roads before 1 July 2008 there was no requirement to derecognise at 1 July 2008 such land against the opening balance of retained earnings. The value of land under roads not recognised is disclosed in Note 9(a).

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment.

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

When assets are acquired through contributions, they are valued at fair value at the time of acquisition.

Assets with an economic life which is determined to be longer than one year are only capitalised where the cost of acquisition/construction exceeds materiality thresholds established by the Council for each type of asset. In determining such thresholds regard is given to the nature of the asset and its estimated service life.

Council's current capitalisation policy is to expense any purchases less than \$5,000 that may be considered to be of a capital nature.

Examples of capitalisation thresholds applied during the year under review are provided below:

• Plant & Equipment	Capitalise if value > \$5,000
• Office Equipment	Capitalise if value > \$5,000
• Furniture & Fittings	Capitalise if value > \$5,000
• Land - Council Land	Capitalise
• - Open Space	Capitalise
• Roads, bridges, footpaths	
• - Construction / Reconstruction	Capitalise
• Drainage	Capitalise if value > \$5,000

9.2 Depreciation of assets

Land, Trees and Heritage assets are not depreciated. Depreciation on other assets is calculated using the straight line method to allocate their cost over their estimated useful lives, as follows:

Bridges	100 years
Buildings	60 - 75 years
Buildings – Public Conveniences	25 years
Computer Equipment	4 years
Depots	100 years
Drainage	100 years
Footpaths	50 years
Furniture & Fittings	5 – 10 years
Kerbs & Gutters	100 years

Kerbs & Gutters - Trachyte	150 years
Library Resources	3 – 10 years
Office Equipment	5 years
Other Structures	25 - 50 years
Parking meters	7 years
Parks & Assets	25 – 50 years
Plant & Equipment	3 - 10 years
Public Art	100 years
Roads – Lower Strata	80 years
Roads – Upper Strata	25 years
Street Furniture	20 years
Swimming Pools	30 years
Vehicles & Road-making Equipment	7 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the income statement.

9.3 *Impairment of assets*

Assets that have an indefinite useful life are not subject to depreciation and amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For non-cash generating assets of the Council such as roads, drains, public buildings, etc., value in use is represented by the deprival value of the asset approximated by its written down replacement cost.

9.4 *Classification of property*

Property assets are classified as follows:

- Operational – Property assets classified as operational are owner-occupied and owner-operated properties of Council utilised for conducting Council operations
- Community – Property assets classified as community are publicly accessible and are clearly identified as kept for use by the general public for community, cultural or recreational purposes.
- Investment – Property assets classified as investment are primarily held to earn rentals or for capital appreciation or both. Investment properties are disclosed as a separate category in the financial statements.
- Strategic – Property assets classified as strategic are acquired for special purposes other than those shown above. The assets are only used for the special purpose once all the necessary requirements for implementing that strategy are completed. Until that time these assets may be utilised for other purposes, such as earning rental income, and are subject to depreciation and revaluation. The assets remain classified as strategic assets as long as the special purpose for which they were acquired still remains.

10. **Investment properties**

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by Council. Investment property is carried at fair value, representing open-market value determined annually by a member of the Australian Property Institute.

Revaluations are undertaken every year. Changes in fair values are recorded in the income statement as part of other income.

Investment property includes properties that are under construction for future use as investment properties. These are carried at fair value unless the fair value can not yet be reliably determined. Where that is the case, the property will be accounted for at cost until either the fair value becomes reliably determinable or construction is complete. This is different to previous years where properties under construction were accounted for at cost and presented under property, plant and equipment until construction was complete. The change in policy was necessary following changes made to AASB 140 Investment Property as a result of the IASB's 2008 Improvements standard.

11. Non-current assets held for resale

Non-current assets are classified as held for sale and stated at the lower of their carrying amount and fair value less costs to sell if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. Plant and motor vehicles which are turned over on a regular basis, financial assets and investment properties are exempted from this classification and are retained within their original respective asset classifications.

An impairment loss is recognised for any initial or subsequent write down of the asset to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset, but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset is recognised at the date of derecognition.

Non-current assets are not depreciated or amortised while they are classified as held for sale.

Non-current assets classified as held for sale are, where applicable, presented separately from the other assets in the balance sheet.

12. Work In Progress

Work in progress is stated at the total costs expended on the capital works projects which are incomplete at balance date.

An impairment loss is recognised to the extent of any costs that may result in the estimated completion cost of any capital works project being in excess of its fair value at completion.

13. Payables

These amounts represent liabilities to external parties for goods and services received by Council prior to the end of the financial year which are unpaid. The amounts are unsecured and are normally paid 30 days after initial recognition. Interest is not payable on these amounts.

14. Borrowings

Borrowings, if any, are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

The Council did not at any time for the years presented have any borrowings.

15. Provisions

Provisions are recognised when:

- Council has a present legal or constructive obligation as a result of past events;
- it is probable that an outflow of resources will be required to settle the obligation; and
- the amount has been reliably estimated.

Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

16. Employee Benefits

16.1 Salaries, Wages and Compensated Absences

Liabilities for wages and salaries and annual leave expected to be settled within 12 months of the reporting date are recognised, as appropriate, in employee related payables and annual leave provision, in respect of employees' services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled.

Liabilities for leave, long service leave, preserved sick leave and gratuities are recognised in the provision for employee benefits and are measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds, with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

16.2 Superannuation

All employees of Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Defined benefit plans

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the balance sheet, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost. The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

However, when this information is not reliably available, Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans (see below).

The Local Government Superannuation Scheme advised member councils that, as a result of the global financial crisis, it has a \$286M deficiency of assets over liabilities. As a result, they have asked for significant increases in contributions since 2009 to recover that deficiency. Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has, however, disclosed a contingent liability in note 18 to reflect the possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

17. Leases

Council has leases in the following categories:

17.1 Leases in which Council is lessor

Leases of property where the Council has substantially transferred to the lessee all the risks and rewards of ownership are classified as finance leases. Finance lease receivables are raised at the inception of the leases in respect the present value of the aggregate of the minimum lease payments receivable under the leases and any guaranteed residual values. Each lease payment is allocated between the receivable and interest so as to achieve a constant rate on the receivable balance outstanding. The interest revenue is credited to the income statement over

the lease period so as to produce a constant periodic rate of interest on the remaining balance of the receivable for each period.

In leases classified as finance leases where the terms and conditions relating to lease payments result in either the occurrence of payments or the quantum of the payments or both being determined based upon presently undeterminable future events and occurrences, finance lease receivables are only raised at the time when the lease payments are certain and determinable.

Leases of property where the Council has substantially retained all the risks and rewards of ownership are classified as operating leases. Leased property assets are reflected on the balance sheet as assets and lease income rentals are recognised as income on a straight-line basis over the terms of the leases.

17.2 *Leases in which Council is lessee*

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the terms of the leases.

18. **Provisions for close down and restoration costs and for environmental clean up costs**

Close down and restoration costs include the dismantling and demolition of infrastructure and the removal of residual materials and remediation of disturbed areas. Estimated close down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The costs are estimated on the basis of a closure plan. The cost estimates are calculated annually during the life of the operation to reflect known developments, eg updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

Close down and restoration costs are a normal consequence of any service operations, and the majority of close down and restoration expenditure is incurred at the end of the life of the operations. Although the ultimate cost to be incurred is uncertain, Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

The amortisation or 'unwinding' of the discount applied in establishing the net present value of provisions is charged to the income statement in each accounting period. The amortisation of the discount is shown as a borrowing cost.

Other movements in the provisions for close down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations and revisions to discount rates are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each balance sheet date and the cost is charged to the income statement.

Provision is made for the estimated present value of the costs of environmental clean up obligations outstanding at the balance sheet date. These costs are charged to the income statement and are recognised at the time a Remediation Action Plan (RAP) is produced. Movements in the environmental clean up provisions are presented as an operating cost, except for the unwind of the discount which is shown as a borrowing cost. Remediation procedures generally commence soon after the time the damage, remediation process and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, the ultimate cost of remediation is uncertain and cost estimates can vary in response to many factors including changes to the relevant legal requirements, the emergence of new restoration techniques or experience at other locations. The expected timing of expenditure can also change. As a result there could be significant adjustments to the provision for close down and restoration and clean up, which would affect future financial results.

19. Budget information

The Income Statement provides budget information on major income and expenditure items. Details of material budget variations are detailed in Note 16. Note 2 also provides budget information of revenues and expenses of each of Council's major activities. Budget figures represented are those approved by Council at the beginning of the financial year and do not reflect Council approved variations throughout the year.

Budget information in the financial report is not subject to audit.

20. Goods and services tax (GST)

In accordance with the provisions of A New Tax System (Goods and Services Tax) Act 1999 legislation, Council is required to account for GST under the "accruals" method, and submits monthly returns to the Australian Taxation Office.

Revenues, expenses and assets are recognised net of the amount of GST, except where:

1. The amount of GST incurred, as a purchaser, that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense;
2. Receivables and payables are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Cash flows are presented on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office is classified as operating cash flows.

21. Insurance

Pursuant to Section 382 of the Local Government Act 1993, Council has primary and excess layer insurance cover against Public Liability and Professional Indemnity liability. Council carries a self-insured retention (deductible) on this policy and makes provision for its uninsured exposure in relation to claims outstanding.

The current Public Liability and Professional Indemnity Policy has been negotiated for a three year period with an annual reducing premium scale and an annual increasing deductible, over the period, reflecting a growing acceptance of risk by Council within reasonable commercial, financial and operational boundaries.

Council's other significant insurance cover is its Industrial Special Risks Insurance. This policy covers Council's owned diverse property portfolio and leased properties, where required, together with contents and equipment in these properties. The deductible within this policy also reflects an acceptance of risk within reasonable commercial, financial and operational boundaries.

Council is a self-insurer, to a self-insured retention level, of its Workers' Compensation liability. To fulfil a condition of WorkCover's NSW Workers' Compensation Self-Insurance licence, Council has Excess Employers Indemnity Insurance cover, which is unlimited in excess of Council's self-insured retention. Council's liability for worker's compensation is assessed annually by an actuary. In determining this assessment, the actuary incorporates major assumptions relating to discount rates, average weekly earnings and claims experience based on market data and actual levels of experience.

In addition to the above insurance coverage, Council has other classes of insurance covering risks such as Councillors' and Officers' Liability, General Property, Contract Works, Fidelity Guarantee, Hirers' and Authorised Users Liability etc.

22. Treatment of Parking Enforcement Agreement with NSW Police

Council has an agreement with NSW Police for the provision of parking enforcement services within the CBD. Under this agreement Council has agreed to pay NSW Police 50% of the net profits generated from the provision of the service. This payment is recognised as an operating expense within the Annual Financial Report. Revenues from the issuing of infringement notices are shown as gross amounts.

Council does not recognise a receivable for all infringement notices at the time each notice is issued. The lack of certainty of collection precludes this accounting treatment. Council has applied a policy of recognising as a receivable that portion of infringement notices that are likely to be collected based on past experience in the collection of such notices.

23. Fair value estimation

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of land and buildings is determined by professionally qualified valuers:

- from market-based evidence by appraisal, or
- where there is no market-based evidence because of the specialised nature of the land or building and it is rarely sold, an estimate using a depreciated replacement cost approach.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. Council uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held. Other techniques, such as estimated discounted cash flows, are used to determine fair value via indicative values for the remaining financial instruments.

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Council for similar financial instruments.

24. Allocation between current and non-current assets and liabilities

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months.

25. Comparative amounts

Comparative amounts included in the financial statements relate to the financial year ended 30 June 2010. These figures have been reclassified, where necessary, on a basis consistent with current disclosure for 2010-11.

26. Rounding of amounts

Amounts shown in the financial statements are in Australian currency and rounded to the nearest thousand dollars.

27. Crown reserves

Crown Reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown Reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating the reserves are recognised within Council's Income Statement.

The financial statements are consolidated financial statements for Council and the entities through which the Crown Reserves are controlled. The parent entity has not been deemed a separate reporting identity in accordance with AASB 127 as no specific users of that information were identified.

Representations from both State and Local Government are being sought to develop a consistent accounting treatment of Crown Reserves across both tiers of government.

28. New accounting standards and interpretations

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2011 reporting periods. Council's assessment of the impact of these new standards and interpretations is set out below.

- (i) *AASB 9 Financial Instruments, AASB 2009 11 Amendments to Australian Accounting Standards arising from AASB 9 and AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)* (effective from 1 January 2013)

AASB 9 *Financial Instruments* addresses the classification, measurement and derecognition of financial assets and financial liabilities. The standard is not applicable until 1 January 2013 but is available for early adoption. When adopted, the standard will affect in particular the Council's accounting for its available-for-sale financial assets, since AASB 9 only permits the recognition of fair value gains and losses in other comprehensive income if they relate to equity investments that are not held for trading. Fair value gains and losses on available-for-sale debt investments, for example, will therefore have to be recognised directly in profit or loss.

There will be no impact on the Council's accounting for financial liabilities, as the new requirements only affect the accounting for financial liabilities that are designated at fair value through profit or loss and the Council does not have any such liabilities. The derecognition rules have been transferred from AASB 139 *Financial Instruments: Recognition and Measurement* and have not been changed.

- (ii) *Revised AASB 124 Related Party Disclosures and AASB 2009 12 Amendments to Australian Accounting Standards* (effective from 1 January 2011)

In December 2009 the AASB issued a revised AASB 124 *Related Party Disclosures*. It is effective for accounting periods beginning on or after 1 January 2011 and must be applied retrospectively. The amendment clarifies and simplifies the definition of a related party and removes the requirement for government-related entities to disclose details of all transactions with the government and other government-related entities. This amendment will have no impact on Council.

- (iii) *AASB 2009 14 Amendments to Australian Interpretation – Prepayments of a Minimum Funding Requirement* (effective from 1 January 2011)

In December 2009, the AASB made an amendment to Interpretation 14 *The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction*. The amendment removes an unintended consequence of the interpretation related to voluntary prepayments when there is a minimum funding requirement in regard to the entity's defined benefit scheme. It permits entities to recognise an asset for a prepayment of contributions made to cover minimum funding requirements. Council does not make any such prepayments. The amendment is therefore not expected to have any impact on Council's financial statements.

- (iv) *AASB 1053 Application of Tiers of Australian Accounting Standards and AASB 2010-2 Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements* (effective from 1 July 2013)

On 30 June 2010 the AASB officially introduced a revised differential reporting framework in Australia. Under this framework, a two-tier differential reporting regime applies to all entities that prepare general purpose financial statements. NSW Council is a local government and, as a result, is not eligible to adopt the new Australian Accounting Standards – Reduced Disclosure Requirements. The two standards will therefore have no impact on the financial statements of Council.

- (v) *AASB 2010-6 Amendments to Australian Accounting Standards – Disclosures on Transfers of Financial Assets* (effective for annual reporting periods beginning on or after 1 July 2011)

Amendments made to AASB 7 *Financial Instruments: Disclosures* in November 2010 introduce additional disclosures in respect of risk exposures arising from transferred financial assets. The amendments will affect particularly entities that sell, factor, securitise, lend or otherwise transfer financial assets to other parties. They are not expected to have any significant impact on Council's disclosures.

- (vi) *AASB 2010-8 Amendments to Australian Accounting Standards – Deferred Tax: Recovery of Underlying Assets* (effective from 1 January 2012)

In December 2010, the AASB amended AASB 112 *Income Taxes* to provide a practical approach for measuring deferred tax liabilities and deferred tax assets when investment property is measured using the fair value model. AASB 112 requires the measurement of deferred tax assets or liabilities to reflect the tax consequences that would follow from the way management expects to recover or settle the carrying amount of the relevant assets or liabilities, that is through use or through sale. The amendment introduces a rebuttable presumption that investment property which is measured at fair value is recovered entirely by sale. This amendment will have no impact on Council.

29. Authorisation for issue

The financial statements were authorised for issue by the Council on 19 September 2011. The Council has the power to amend and reissue the financial statements.

Note 2(a). Council Functions / Activities – Financial Information

Functions/Activities	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 2(b).												
	Income from Continuing Operations			Expenses from Continuing Operations			Operating Result from Continuing Operations			Grants included in Income from Continuing Operations		Total Assets held (Current & Non-current)	
	Original Budget 2011	Actual 2011	Actual 2010	Original Budget 2011	Actual 2011	Actual 2010	Original Budget 2011	Actual 2011	Actual 2010	Actual 2011	Actual 2010	Actual 2011	Actual 2010
Globally competitive and innovative city	42,657	38,421	39,980	44,869	36,776	41,904	(2,212)	1,645	(1,924)	389	386	531,403	12,805
Leading environmental performer	1,968	3,272	2,884	53,356	49,124	51,226	(51,388)	(45,852)	(48,342)	2,267	1,479	4,398	5,623
Integrated transport for a connected city	56,282	57,708	53,788	41,026	39,617	35,270	15,256	18,091	18,518	-	1,717	575	2,275
Lively and engaging city centre	154	159	130	995	745	811	(841)	(586)	(681)	3,521	3,152	125	34
Vibrant local communities and economies	21,494	17,513	14,809	67,972	57,361	55,610	(46,478)	(39,848)	(40,801)	3,592	4,074	2,088	3,069
Cultural and creative city	1,875	1,943	1,890	4,646	4,452	5,092	(2,771)	(2,509)	(3,202)	-	-	62	110
Housing for a diverse population	-	-	-	-	885	-	-	(885)	-	-	-	-	-
Sustainable development renewal and design	28,830	43,230	28,382	28,276	35,121	25,081	554	8,109	3,301	415	4	17	4,201
Implementation through effective governance and partnership	73,736	71,927	55,239	176,420	166,717	163,776	(102,684)	(94,790)	(108,537)	872	717	6,267,931	4,460,142
Total Functions & Activities	226,996	234,173	197,103	417,560	390,798	378,770	(190,564)	(156,625)	(181,667)	11,056	11,529	6,806,599	4,488,259
General Purpose Income ¹	244,974	270,728	261,279	-	-	-	244,974	270,728	261,279	4,690	4,120	-	-
Operating Result from Continuing Operations	471,970	504,901	458,382	417,560	390,798	378,770	54,410	114,103	79,612	15,746	15,649	6,806,599	4,488,259

1. Includes: Rates & Annual Charges (incl. Ex-Gratia), United General Purpose Grants & Unrestricted Interest & Investment Income.

Note 2(b). Council Functions / Activities - Component Descriptions

Details relating to the Council's functions / activities as reported in Note 2(a) are as follows:

GLOBALLY COMPETITIVE AND INNOVATIVE CITY

Activities include economic development, cultural events, tourism as well as other factors contributing to a global city that are not included under other activities, such as lifestyle, cultural diversity, adequate transport and affordable housing.

LEADING ENVIRONMENTAL PERFORMER

Activities comprise ecologically sustainable development including environmental projects and program development, cleansing and waste services, drainage and recycling.

INTEGRATED TRANSPORT FOR A CONNECTED CITY

Activities comprise advocacy for the State and Federal Governments to invest in a high quality world-class transport system that is well planned, efficient and integrated as an essential cornerstone of sustainable development. Additional services include planning and transport management, road and streetscape maintenance and inspection and parking.

CITY FOR WALKING AND CYCLING

Activities include providing alternative, active and sustainable means of transport to provide a bicycle-friendly environment and a pedestrian plan based on public space life studies. Activities are aimed at improving health and reducing greenhouse emissions and road congestion for the City.

LIVELY AND ENGAGING CITY CENTRE

Activities include the provision of more safe and attractive public spaces for people to enjoy themselves and to create more activities that enliven the streets, including the provision of a public square at Town Hall.

VIBRANT LOCAL COMMUNITIES AND ECONOMIES

Activities comprise planning activities, economic development, and the provision of parks and recreation areas for both local residents and daily visitors. Responsibilities include community development interaction, building strong and positive relationships and partnerships with community organisations and the provision of community facilities.

CULTURAL AND CREATIVE CITY

Activities comprise the provision of spaces for artists to work and show their wares, the use of public domain to make art more accessible to the public and the recognition and celebration of the traditional and living Aboriginal and Torres Strait Island culture.

HOUSING FOR A DIVERSE POPULATION

Activities include planning and facilitating partnerships and using planning controls to identify the character of the villages and provide guidance on what developments should look like. Planning controls are also used to guarantee a percentage of affordable housing units in large developments where relevant. Support is also given to State and Federal Government initiatives to expand affordable housing opportunities.

SUSTAINABLE DEVELOPMENT RENEWAL AND DESIGN

Activities comprise the use of planning and regulatory powers to set controls and targets for renewal and ensure that residential and commercial development is appropriate to its broader setting.

IMPLEMENTATION THROUGH EFFECTIVE GOVERNANCE AND PARTNERSHIPS

Activities comprise a commitment to work in partnership with government, business and community and to be open and accountable to the community that is served. The process includes aligning corporate planning and organisational structure through effective governance procedures in support of all activities.

Note 3. Income from Continuing Operations

\$ '000	Notes	Actual 2011	Actual 2010
(a). Rates & Annual Charges			
Ordinary Rates			
Residential		46,825	44,918
Business		170,791	164,934
Total Ordinary Rates		217,616	209,852
Special Rates			
Nil			
Annual Charges (pursuant to s.496, s.501 & s.611)			
Domestic Waste Management Services		27,345	26,089
Stormwater Management Services		1,796	1,781
Total Annual Charges		29,141	27,870
TOTAL RATES & ANNUAL CHARGES		246,757	237,722

Council has used 2009 year valuations provided by the NSW Valuer General in calculating its rates.

Note 3. Income from Continuing Operations (continued)

\$ '000	Notes	Actual 2011	Actual 2010
(b). User Charges & Fees			
Other User Charges & Fees			
(i) Fees & Charges - Statutory & Regulatory Functions (per s608 & 610A)			
Planning & Building Regulation		10,922	9,519
Private Works - Section 67		4,292	4,020
Health Inspections		1,262	609
Total Fees & Charges - Statutory/Regulatory		16,476	14,147
Child Care		1,777	1,590
Parking Meter Income		34,273	31,592
Parking Station Income		9,549	9,072
Recreation Facilities Hire		8,219	7,450
Venue Hire		3,481	1,584
Workzone and Filming Fees		5,485	5,262
Other		4,606	4,011
Total Fees & Charges - Other		74,750	65,240
TOTAL USER CHARGES & FEES		91,227	79,388

Note 3. Income from Continuing Operations (continued)

\$ '000	Notes	Actual 2011	Actual 2010
(c). Interest & Investment Revenue (incl. losses)			
Interest & Dividends			
- Interest on Overdue Rates & Annual Charges		344	372
- Interest earned on Investments (interest & coupon payment income)		23,229	18,720
Fair Value Adjustments			
- Fair Valuation movements in Investments (unrealised capital gains/(losses))		1,539	5,610
<u>TOTAL INTEREST & INVESTMENT REVENUE</u>		<u>25,112</u>	<u>24,702</u>
Interest Revenue is attributable to:			
Unrestricted Investments/Financial Assets:			
Overdue Rates & Annual Charges		344	372
General Council Cash & Investments		6,498	17,695
Restricted Investments/Funds - External:			
Development Contributions			
- Section 94		2,810	1,675
- Planning Agreements		346	162
- Bonus Floor Space Contributions		249	194
Domestic Waste Management operations		579	342
Stormwater Management Service Charge		29	70
Specific Purpose Unexpended Grants		194	243
Restricted Investments/Funds - Internal:			
Internally Restricted Assets		14,062	3,949
<u>Total Interest & Investment Revenue Recognised</u>		<u>25,112</u>	<u>24,702</u>
(d). Other Revenues			
Fair Value Adjustments - Investment Properties	14	-	2,656
Rental Income - Investment Properties	14	15,321	9,983
Rental Income - Other Council Properties		36,276	31,532
Ex Gratia Rates		566	660
Fines - Enforcement of Regulations		37,402	38,850
Sponsorship and Donations		556	610
Other		716	758
<u>TOTAL OTHER REVENUE</u>		<u>90,837</u>	<u>85,049</u>

Note 3. Income from Continuing Operations (continued)

\$ '000	2011 Operating	2010 Operating	2011 Capital	2010 Capital
(e). Grants				
General Purpose (Untied)				
Financial Assistance - General Component	4,690	4,120	-	-
Financial Assistance - Local Roads Component	1,098	1,022	-	-
Pensioners' Rates Subsidies - General Component	356	350	-	-
Total General Purpose	6,144	5,492	-	-
Specific Purpose				
Buildings and Infrastructure	-	-	-	750
Child Care	480	408	-	-
Community and Recreation	3,074	2,033	696	726
Environmental Protection	2,129	1,479	355	61
Heritage & Cultural	9	187	-	-
Library	443	434	-	-
Street Lighting	-	1,717	-	-
Transport (Roads to Recovery)	-	-	815	546
Transport (Other Roads & Bridges Funding)	1,492	1,561	-	51
Other	109	204	-	-
Total Specific Purpose	7,736	8,023	1,866	2,134
Total Grants	13,880	13,515	1,866	2,134
Grant Revenue is attributable to:				
- Commonwealth Funding	6,752	5,679	1,486	2,005
- State Funding	7,128	7,836	380	129
	13,880	13,515	1,866	2,134

Note 3. Income from Continuing Operations (continued)

\$ '000		2011 Operating	2010 Operating	2011 Capital	2010 Capital
(f). Contributions					
Developer Contributions:					
(s93 & s94 - EP&A Act, s61 of the City of Sydney Act)					
S 93F - Contributions using Planning Agreements		-	-	2,371	1,653
S 94 - Contributions towards amenities		-	-	13,674	1,924
S 61 - Contributions towards amenities		-	-	9,690	10,794
Total Developer Contributions	17	-	-	25,735	14,371
Other Contributions:					
External Contributions to Capital Projects		-	-	734	211
Other		842	750	-	-
Total Other Contributions		842	750	734	211
Total Contributions		842	750	26,468	14,582
TOTAL GRANTS & CONTRIBUTIONS		14,722	14,265	28,334	16,716

Note 3. Income from Continuing Operations (continued)

\$ '000	Actual 2011	Actual 2010
(g). Restrictions relating to Grants and Contributions		
Certain grants & contributions are obtained by Council on condition that they be spent in a specified manner:		
Unexpended at the Close of the Previous Reporting Period	50,456	43,702
add: Grants and contributions recognised in the current period which have not been spent:	16,055	7,954
less: Grants and contributions recognised in a previous reporting period which have been spent in the current reporting period:	(1,415)	(1,200)
Net Increase (Decrease) in Restricted Assets during the Current Reporting Period	14,640	6,754
Unexpended at the Close of this Reporting Period and held as Restricted Assets	65,096	50,456
Comprising:		
- Specific Purpose Unexpended Grants (Note 6c)	2,125	5,423
- Developer Contributions (Note 6c)	62,971	45,033
	65,096	50,456

Note 4. Expenses from Continuing Operations

\$ '000	Notes	Actual 2011	Actual 2010
(a) Employee Benefits & On-Costs			
Salaries and Wages		129,476	121,022
Travelling		479	445
Employee Leave Entitlements (ELE)		13,936	15,321
Superannuation - Defined Contribution Plans		7,295	7,292
Superannuation - Defined Benefit Plans		7,244	7,286
Workers' Compensation Insurance		4,006	4,117
Fringe Benefit Tax (FBT)		598	429
Training Costs (other than Salaries & Wages)		1,295	1,185
Other		1,581	1,479
Total Employee Costs		165,910	158,577
less: Capitalised Costs		(4,568)	(4,161)
<u>TOTAL EMPLOYEE COSTS EXPENSED</u>		<u>161,342</u>	<u>154,416</u>
Number of "Equivalent Full Time" Employees at year end		1,667	1,632
(b) Borrowing Costs			
(i) Interest Bearing Liability Costs			
Nil			
(ii) Other Borrowing Costs			
Discount adjustments relating to movements in Provisions (other than ELE)			
- Remediation Liabilities	26	-	27
Total Other Borrowing Costs		-	27
<u>TOTAL BORROWING COSTS EXPENSED</u>		<u>-</u>	<u>27</u>

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Actual 2011	Actual 2010
(c) Materials & Contracts			
Raw Materials & Consumables		5,271	5,063
Contractor & Consultancy Costs		-	-
- Building and Facilities Management		19,770	19,002
- City Infrastructure Management		6,006	5,152
- Parks Management		10,946	10,627
- Waste Disposal, Recycling and Graffiti Removal		8,666	11,340
- Project Costs and Minor Contracts		10,150	13,006
- Consultancies		4,219	4,203
Auditors Remuneration			
- Audit Services: Council's Auditor		106	100
- Other Services: Council's Auditor (GST Audit Software)		80	-
Legal Expenses:			
- Legal Expenses: Planning & Development		1,150	1,562
- Legal Expenses: Other		1,695	1,971
Operating Leases:			
- Operating Lease Rentals: Minimum Lease Payments ⁽¹⁾		1,251	1,197
Asset Maintenance and Minor Purchases		8,985	8,696
Other		2,409	2,813
Total Materials & Contracts		80,703	84,731
less: Capitalised Costs		(507)	(517)
<u>TOTAL MATERIALS & CONTRACTS</u>		<u>80,196</u>	<u>84,214</u>
1. Operating Lease Payments are attributable to:			
- Buildings		1,251	1,197

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Impairment Costs		Depreciation/Amortisation	
		Actual 2011	Actual 2010	Actual 2011	Actual 2010
(d) Depreciation, Amortisation & Impairment					
Plant and Equipment		-	-	11,187	11,520
Office Equipment		-	-	3,140	3,019
Furniture & Fittings		-	-	3,811	3,081
Land Improvements (depreciable)		-	-	9,393	8,972
Buildings - Non Specialised		-	-	19,231	18,850
Buildings - Specialised		-	-	522	441
Infrastructure:					
- Roads, Bridges & Footpaths		-	-	20,665	18,305
- Stormwater Drainage		-	-	845	576
Other Assets					
- Library Resources		-	-	894	754
- Public Art/ Open Museum		-	-	135	176
<u>TOTAL DEPRECIATION & IMPAIRMENT COSTS EXPENSED</u>		<u>-</u>	<u>-</u>	<u>69,823</u>	<u>65,694</u>

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Actual 2011	Actual 2010
(e) Other Expenses			
Other Expenses for the year include the following:			
Advertising		2,761	2,628
Bad & Doubtful Debts		3,037	(76)
Bank Charges		1,417	1,394
Book and Periodicals		175	159
Computing Costs		1,354	1,094
Contributions/Levies to Other Levels of Government		22,524	20,668
Councillor Expenses - Mayoral Fee		175	170
Councillor Expenses - Councillors' Fees		319	310
Councillors' Expenses (incl. Mayor) - Other (excluding fees above)		775	549
Donations, Contributions & Assistance to other organisations (Section 356)		6,924	5,838
Event and Project Costs		11,734	10,888
Insurance		2,960	3,365
Land Tax and Water Rates		1,370	1,517
Management Fees		54	18
Other Property Related Expenditure		259	206
Parking Enforcement Property Share		6,498	7,655
Postage and Couriers		828	790
Printing & Stationery		1,805	1,910
Public Domain Enhancement Contributions		109	729
Research and Development		388	146
Security		1,022	1,319
Storage		715	509
Street Lighting		4,519	3,830
Telephone & Communications		1,970	1,932
Utilities		3,266	4,414
Other		2,480	2,453
<u>TOTAL OTHER EXPENSES</u>		<u>79,437</u>	<u>74,419</u>

Note 5. Gains or Losses from the Disposal of Assets

\$ '000	Notes	Actual 2011	Actual 2010
Property (excl. Investment Property)			
Proceeds from Disposal		14,299	-
less: Carrying Amount of Property Assets Sold		(6,435)	(6)
Net Gain/(Loss) on Disposal		7,864	(6)
Infrastructure, Plant & Equipment and Other Assets			
Proceeds from Disposal		2,724	2,011
less: Carrying Amount of P&E Assets Sold		(2,711)	(1,568)
Net Gain/(Loss) on Disposal		12	443
Financial Assets*			
Proceeds from Disposal / Redemptions		159,695	218,904
less: Carrying Amount of Financial Assets Sold / Redeemed		(159,660)	(218,800)
Net Gain/(Loss) on Disposal		35	104
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS		7,912	541
* Financial Assets disposals / redemptions include:			
- Net Gain/(Loss) from Financial Instruments "At Fair Value through profit & loss"		35	104
Net Gain/(Loss) on Disposal of Financial Instruments		35	104

Note 6a. - Cash Assets and Note 6b. - Investment Securities

\$ '000	Notes	2011 Actual Current	2011 Actual Non Current	2010 Actual Current	2010 Actual Non Current
Cash & Cash Equivalents (Note 6a)					
Cash on Hand and at Bank		4,303	-	1,611	-
Cash-Equivalent Assets ¹					
- Deposits at Call		161,500	-	138,000	-
- Managed Funds		15,273	-	50,542	-
- NCD's, FRN's		16,927	-	22,495	-
Total Cash & Cash Equivalents		198,002	-	212,648	-
Investment Securities (Note 6b)					
- Long Term Deposits		36,000	26,000	15,000	4,000
- NCD's, FRN's (with Maturities > 3 months)		43,851	131,701	47,773	125,724
- CDO's		-	-	3,534	667
- Capital Protected Noted (Equity and Asset Linked)		-	9,668	0	15,087
Total Investment Securities		79,851	167,369	66,307	145,478
<u>TOTAL CASH ASSETS, CASH EQUIVALENTS & INVESTMENTS</u>		<u>277,853</u>	<u>167,369</u>	<u>278,955</u>	<u>145,478</u>

¹ Those Investments where time to maturity (from date of purchase) is < 3 mths.

Cash, Cash Equivalents & Investments were classified at year end in accordance with AASB 139 as follows:

Cash & Cash Equivalents

a. "At Fair Value through the Profit & Loss"	36,502		74,648	
b. "Held to Maturity"	161,500		138,000	
	198,002	-	212,648	-

Investments

Nil

a. "At Fair Value through the Profit & Loss"				
- "Designated at Fair Value on Initial Recognition" 6(b-i)	43,851	141,369	51,306	141,478
b. "Held to Maturity" 6(b-ii)	36,000	26,000	15,001	4,000
Investments	79,851	167,369	66,307	145,478

Note 6b. Investments (continued)

	2011 Actual Current	2011 Actual Non Current	2010 Actual Current	2010 Actual Non Current
\$ '000				

Note 6(b-i)

Reconciliation of Investments classified as
"At Fair Value through the Profit & Loss"

Nil

Balance at the Beginning of the Year	51,306	141,478	25,259	200,397
Revaluations (through the Income Statement)	584	955	1,445	4,165
Additions	-	65,020	-	5,000
Disposals (sales & redemptions)	(3,660)	(6,000)	(400)	(400)
Transfers between Current/Non Current	60,084	(60,084)	67,684	(67,684)
Transfers to cash and cash equivalents	(64,464)	-	(42,682)	-
Balance at End of Year	43,851	141,369	51,306	141,478

Comprising:

- NCD's, FRN's (with Maturities > 3 months)	43,851	131,701	47,773	125,724
- CDO's	-	-	3,534	667
- Capital Protected Equity Linked Notes	-	9,668	-	15,087
Total	43,851	141,369	51,307	141,478

Note 6(b-ii)

Reconciliation of Investments
classified as "Held to Maturity"

Balance at the Beginning of the Year	15,001	4,000	19,000	8,000
Additions	293,000	27,000	264,000	4,000
Disposals (sales & redemptions)	(150,000)	-	(218,000)	-
Transfers between Current/Non Current	5,000	(5,000)	8,000	(8,000)
Transfers to cash and cash equivalents	(127,000)	-	(58,000)	-
Balance at End of Year	36,000	26,000	15,000	4,000

Comprising:

- Long Term Deposits	36,000	26,000	15,000	4,000
Total	36,000	26,000	15,000	4,000

Note 6(b-iii)

Reconciliation of Investments
classified as "Loans & Receivables"

Nil

Note 6(b-iv)

Reconciliation of Investments
classified as "Available for Sale"

Nil

Note 6b. Investments (continued)

Note 6(b-v)

Investment Returns

Deposits are with banks and earn various rates of interest between 4.75% and 6.45% (2010: 3.40% and 6.19%). FRNs, CDOs, Capital Protected Notes and Managed Funds are all invested with organisations that comply with the Minister's Order, including the grandfathering provisions, and earn various rates of return between 0.00% and 7.16% (2010: 0.00% and 7.11%). (The 0% earning rate is due to a small number of capital protected investments that have reverted to zero-based coupon bank secured notes during the Global Financial Crisis (GFC) as part of their capital protection mechanism).

Note 6(b-vi)

Valuation of Collateralised Debt Obligations (CDO's) and Capital Protected Notes (CPN's)

The GFC resulted in a tightening of credit markets and a contraction in liquidity. As a consequence, there is an absence of market-related data available for undertaking independent market valuations of CDO credit based investments and CPN. Council uses the services of an independent advisor to provide indicative valuations and regularly monitor the risks associated with these investments.

Although CDOs and CPNs are regarded as long-term investments and Council's intention at acquisition was to hold through to maturity, Council retains the option to sell any of its investments where favourable market prices may offer investment returns that exceed other available options. The investments are therefore valued on the basis of fair value through profit and loss at market values, based on the independent advisors assessment unless Council considers there is other information that should be taken into account.

While indicative values supplied by independent financial advisers have been relied upon for all CPN's, Council considers that the CDO's are significantly impaired and unlikely to return their face value at maturity in 2014 under the current market conditions. These investments have therefore both been written down to a nil value at this time. This is a conservative estimate and unlikely to cause material misstatement as the CDO's represent less than 1% of the value of the entire investment portfolio.

Council-held CDOs do not have direct exposure to US sub-prime mortgages.

Note 6c. Restricted Cash, Cash Equivalents & Investments - Details

\$ '000	2011 Actual Current	2011 Actual Non Current	2010 Actual Current	2010 Actual Non Current
Total Cash, Cash Equivalents and Investment Securities	277,853	167,369	278,955	145,478
attributable to:				
External Restrictions (refer below)	-	75,787	-	59,640
Internal Restrictions (refer below)	160,876	91,582	2,107	85,838
Unrestricted	116,978	-	276,848	-
	277,853	167,369	278,955	145,478

2011 \$ '000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
-----------------	--------------------	------------------------------	--------------------------------	--------------------

Details of Restrictions

External Restrictions - Included in Liabilities

Nil				
External Restrictions - Other				
Developer Contributions - General (D)	45,033	29,141	(11,203)	62,971
Specific Purpose Unexpended Grants (F)	5,423	1,417	(4,715)	2,125
Domestic Waste Management (G)	7,622	26,593	(24,031)	10,184
Stormwater Management (G)	1,562	1,796	(2,851)	507
External Restrictions - Other	59,640	58,947	(42,800)	75,787
Total External Restrictions	59,640	58,947	(42,800)	75,787

Note 6c. Restricted Cash, Cash Equivalents & Investments - Details (continued)

2011 \$ '000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
Internal Restrictions				
Employees Leave Entitlement	4,713	3,102	(2,954)	4,861
Security Deposits, Retentions & Bonds	13,430	6,420	(5,878)	13,972
Public Liability Insurance	400	-	-	400
Provision - Workers Compensation	15,846	1,879	-	17,725
Utzon Foundation	100	-	(100)	-
Asset Replacement	-	2,632	(2,632)	-
Property	-	7,659	(7,659)	-
Investment Property	14,186	-	(14,186)	-
Parking Meters	12,927	3,383	(16,310)	-
Parking Stations	3,285	469	(3,754)	-
Green Square - Multipurpose Civic Centre	22,420	-	(22,420)	-
Joint Funding for Green Square Town Centre	638	38	(676)	-
City Centre Transformation	-	100,000		100,000
Community Facilities	-	10,000		10,000
Green Square Town Centre	-	40,000		40,000
Infrastructure Contingency	-	20,000		20,000
Renewable Energy	-	6,000	(500)	5,500
Green Infrastructure	-	40,000		40,000
Total Internal Restrictions	87,945	241,582	(77,068)	252,458
TOTAL RESTRICTIONS	147,585	300,528	(119,868)	328,245

Council's policies relating to both internal and external restrictions of cash and investments are detailed in Note 1.5

Note 7. Receivables

\$ '000	Notes	2011		2010	
		Current	Non Current	Current	Non Current
Purpose					
Rates & Annual Charges		4,222	495	4,451	-
Interest & Extra Charges		322	-	273	29
User Charges & Fees		2,635	-	1,764	-
Accrued Revenues					
- Interest on Investments		5,837	-	2,854	-
- Other Income Accruals		17,811	-	15,500	-
Net GST Receivable		2,230	-	919	-
Rental Debtors		2,059	-	3,071	-
Outstanding Works in Kind Contributions		4,366	668	4,093	1,457
Other Debtors		123	-	-	-
Total		39,604	1,163	32,924	1,486
less: Provision for Impairment					
Rates & Annual Charges		(542)	-	(10)	-
Interest & Extra Charges		-	-	(9)	-
User Charges & Fees		(33)	-	(51)	-
Returned Receipts		-	-	(1)	-
Rental Debtors		(826)	-	(690)	-
Total Provision for Impairment - Receivables		(1,400)	-	(761)	-
<u>TOTAL NET RECEIVABLES</u>		<u>38,204</u>	<u>1,163</u>	<u>32,163</u>	<u>1,486</u>
Externally Restricted Receivables					
Domestic Waste Management		486	4	473	4
Domestic Waste Extra Charges		26	2	27	2
Outstanding Works in Kind Contributions		4,366	668	4,093	1,457
Total External Restrictions		4,878	674	4,593	1,463
Unrestricted Receivables		33,326	489	27,570	23
TOTAL NET RECEIVABLES		38,204	1,163	32,163	1,486

Notes on Debtors above:

- (i) Rates & Annual Charges Outstanding are secured against the property.
- (ii) Doubtful Rates Debtors are provided for only where the value of the property is less than the debt outstanding.
An allowance for other doubtful debts is made when there is objective evidence that a receivable is impaired.
- (iii) Interest was charged on overdue rates & charges at 9.00% (2010 9.00%).
Generally all other receivables are non interest bearing.
- (iv) Please refer to Note 15 for issues concerning Credit Risk and Fair Value disclosures.

Note 8. Inventories & Other Assets

\$ '000	Notes	2011		2010	
		Current	Non Current	Current	Non Current
Inventories					
Stores & Materials		731	-	545	-
Total Inventories		731	-	545	-
Other Assets					
Prepayments		4,004	-	3,175	-
Future Benefit - Shared services relating to Sutherland Animal Shelter		14	258	14	272
Total Other Assets		4,018	258	3,189	272
<u>TOTAL INVENTORIES / OTHER ASSETS</u>		<u>4,749</u>	<u>258</u>	<u>3,734</u>	<u>272</u>

Externally Restricted Assets

There are no restrictions applicable to the above assets.

Note 9a. Infrastructure, Property, Plant & Equipment

\$ '000	as at 30/6/2010				Asset Movements during the Reporting Period					as at 30/6/2011			
	At Cost	At Fair Value	Accumulated Deprec.	Carrying Value	Asset Additions**	WDV of Asset Disposals	Depreciation Expense	Adjustments & Transfers*	Revaluation Increments/ (Decrements)	At Cost	At Fair Value	Accumulated Dep'n	Carrying Value
Capital Work in Progress***	70,027	-	-	70,027	63,753	(1,793)	(11,187)	(965)		133,780	-	-	133,780
Plant & Equipment	-	100,332	51,137	49,195	7,394	(1,793)	(11,187)	(965)		-	102,053	59,407	42,646
Office Equipment	-	19,926	10,386	9,540	1,466	(131)	(3,140)	69		-	21,329	13,527	7,802
Furniture & Fittings	-	44,930	27,330	17,600	2,050	(116)	(3,811)	6,916		-	58,871	36,232	22,639
Land:													
- Operational Land	-	440,026	-	440,026	450	(5,300)				-	435,176	-	435,176
- Community Land****	1,660,967	-	-	1,660,967		(125)			2,121,079	-	3,781,921	-	3,781,921
- Land under Roads (post 30/6/08)*****	-	41,433	-	41,433						-	41,433	-	41,433
Land Improvements - depreciable	229,529	-	54,933	174,596	12,476	(597)	(9,393)	(23,647)	71,645	-	359,296	134,217	225,080
Buildings - Non Specialised	-	1,410,534	735,448	675,086	3,146	(981)	(19,231)	(6,234)		-	1,391,162	739,377	651,786
Buildings - Specialised	-	25,572	9,951	15,621	100	(29)	(522)	210		-	25,471	10,091	15,380
Other Structures - Trees	73,605	-	5,294	68,311	39		-	5,295	11,726	-	85,370	-	85,370
Infrastructure:													
- Roads, Bridges, Footpaths	-	948,282	346,903	601,379	2,338	(61)	(20,665)			-	950,558	367,566	582,993
- Stormwater Drainage	-	84,523	34,392	50,131	76		(845)			-	84,599	35,238	49,361
Other Assets:													
- Heritage Collections	5,065	-	472	4,593	160		-	472	1,027	-	6,252	-	6,252
- Library Resources	7,331	-	2,800	4,531	778		(894)			-	8,108	3,693	4,415
- Public Art/Open Museum	13,670	-	3,967	9,703	489	(13)	(135)	1,185	8,453	-	24,796	5,114	19,681
Reinstatement, Rehabilitation & Restoration Assets (refer Note 26)													
- Depots	3,241	-	3,241	-	-	-	-	-	-	3,241	-	3,241	-
TOTAL INFRASTRUCTURE, PROPERTY, PLANT & EQUIP.	2,063,435	3,115,561	1,286,254	3,892,742	94,715	(9,146)	(69,823)	(16,701)	2,213,930	137,021	7,376,396	1,407,702	6,105,715

* Refer to Note 20 for details relating to Prior Period Error and Voluntary Changes in Accounting Policy.

** Additions to Buildings and Infrastructure comprise Asset Renewals (\$67.267M) and New Assets (\$20.267M). Renewals are defined as replacements of existing assets to equivalent capacity of a new asset.

*** The Capital Work in Progress "Additions" figure represents additions (reductions) to Work in Progress for the year, net of any completed works transferred to the Fixed Asset Register. Transfers to the Fixed Asset Register (when work is completed)

**** The Community Land Class includes a number of Crown Reserve assets valued at \$2,213m. Ownership of these assets remains with the Crown while Council continues to retain both operational control of the assets and responsibility for the main Reserve Trusts were created for administrative purposes under section 92 of the Crown Lands act, 1989 ("the Act") for a large proportion of these Crown Reserves. Prior to the enactment of the Act, Council was Reserve Trustee of these assets and upc

***** Refer to Note 1.9.1 - Council has elected to bring to account only land under roads acquired post 1 July 2008. The fair value of Land Under Roads acquired before 1 July 2008 is \$11,808m (2010:\$11,808m).

Note 9b. Externally Restricted Infrastructure, Property, Plant & Equipment

\$ '000 Class of Asset	Actual 2011				Actual 2010			
	At Cost	At Fair Value	A/Dep & Impairm't	Carrying Value	At Cost	At Fair Value	A/Dep & Impairm't	Carrying Value
Domestic Waste Management								
Plant & Equipment		3,558	1,516	2,042	-	3,477	1,504	1,973
Land								
- Operational Land		5,885		5,885	-	5,885	-	5,885
Buildings		6,581	4,855	1,726	-	6,581	4,779	1,802
Total DWM	-	16,024	6,371	9,653	-	15,943	6,283	9,660
TOTAL RESTRICTED I,PP&E	-	16,024	6,371	9,653	-	15,943	6,283	9,660

Note 9c. Infrastructure, Property, Plant & Equipment - Current Year Impairments

\$ '000	Notes	Actual 2011	Actual 2010

Council has recognised no impairment losses during the reporting period nor reversed any prior period losses.

Note 10a. Payables, Borrowings & Provisions

\$ '000	Notes	2011		2010	
		Current	Non Current	Current	Non Current
Payables					
Goods & Services - expenditure		6,240	-	4,917	-
Payments Received In Advance		6,076	-	5,654	-
Accrued Expenses:					
- Interest on Bonds & Deposits		716	-	568	-
- Other Expenditure Accruals		32,404	-	35,394	-
Security Bonds, Deposits & Retentions		15,165	-	14,433	-
Employee Related Payables		4,632	-	131	-
Works Received in Advance		931	8,250	3,795	5,386
Other		3,365	-	3,424	-
Total Payables		69,528	8,250	68,314	5,386
Borrowings					
Nil		-	-	-	-
Provisions					
Employee Benefits;					
Annual Leave		10,060	-	9,555	-
Sick Leave		3,788	5,998	3,354	6,499
Long Service Leave		25,193	2,410	24,342	2,099
Gratuities		87	723	104	870
Sub Total - Aggregate Employee Benefits		39,128	9,130	37,354	9,467
Self Insurance - Workers Compensation		2,476	9,721	1,938	9,065
Public Liability Insurance		150	250	150	250
Public Holidays		351	-	308	-
Asset Remediation/Restoration (Future Works)	26	-	4,000	-	4,000
Other		945	-	666	-
Total Provisions		43,050	23,101	40,416	22,782
Total Payables, Borrowings & Provisions		112,579	31,351	108,730	28,168

(i) Liabilities relating to Restricted Assets

	2011		2010	
	Current	Non Current	Current	Non Current
Externally Restricted Assets				
Domestic Waste Management	2,399	-	2,849	-
Liabilities relating to externally restricted assets	2,399	-	2,849	-

Disclosures on Liability Interest Rate Risk Exposures, Fair Value Disclosures & Security can be found in Note 15.

Note 10a. Payables, Borrowings & Provisions (continued)

\$ '000	2011	2010
(ii) Current Liabilities not anticipated to be settled within the next 12 months		
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions - Employees Benefits	28,544	26,560
Security Bonds, Deposits & Retentions	8,093	7,159
	36,637	33,719

Note 10b. Description of and movements in Provisions

Class of Provision	2010			2011	Unused amounts reversed	Closing Balance as at 30/6/11
	Opening Balance as at 1/7/10	Additional Provisions	Decrease due to Payments	Remeasurement effects due to Discounting		
Annual Leave	9,555	8,770	(8,265)			10,060
Sick Leave	9,853	393	(459)			9,786
Long Service Leave	26,441	2,935	(1,773)			27,603
Gratuities	973	0	(87)		(77)	810
Workers Compensation	11,003	1,194				12,197
Public Liability Insurance	400	-				400
Public Holidays	308	43				351
Asset Remediation	4,000	-				4,000
Other	666	280				945
TOTAL	63,198	13,615	(10,584)	-	(77)	66,151

Asset Remediation

Detailed information regarding this provision is provided in Note 26.

Note 10c. Defined Benefit Superannuation Disclosure

\$ '000	2011	2010
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Defined benefit plans

Council participates in an employer sponsored Defined Benefit Superannuation Scheme, and makes contributions as determined by the Superannuation Scheme's Trustees. Member Councils bear responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due. The Scheme was reviewed by Mr Martin Stevenson BSc, FIA, FIAA for the period ended 30 June 2009. As a consequence of this review Councils are required to contribute at higher than the notional amount for a period up to 10 years in order to rectify the deficit. Council has not recorded any net liability from it's Defined Benefit Scheme obligations in accordance with AASB 119 and future contributions made to the defined benefit scheme to rectify the net deficit position will be recognised as an expense when they become payable - similar to the accounting for Defined Contributions Plans. The Local Government Superannuation Scheme has estimated Council's share of the net deficit as follows:

	2011	2010
	Actual \$'M	Actual \$'M
Estimated total deficit amount	240	286
Estimated amount attributed to council	11.4	12.5

In addition, Council is the sponsor of a defined benefit superannuation fund referred to as the State Authorities Non-Contributory Superannuation Scheme (SANCS) and the State Superannuation Scheme (SSS).

All the Schemes are closed to new members.

In respect of the defined benefit superannuation fund referred to as the State Authorities Non-Contributory Superannuation Scheme (SANCS) and the State Superannuation Scheme (SSS), the position is as follows:

	2011	2010
	Actual \$'M	Actual \$'M
Present value of defined benefit obligations	1,227	1,168
Fair value of plan assets	(597)	(529)
Net liability	<u>630</u>	<u>639</u>

The liabilities have not been recognised pending verification of the value of the obligation. Council continues to make contributions to the Funds and monitors the net position

Note 11. Statement of Cash Flows - Additional Information

\$ '000	Notes	Actual 2011	Actual 2010
(a) Reconciliation of Cash Assets			
Total Cash & Cash Equivalent Assets	6a	198,002	212,648
Less Bank Overdraft	10	-	-
BALANCE as per the STATEMENT of CASH FLOWS		198,002	212,648
(b) Reconciliation of Net Operating Result to Cash provided from Operating Activities			
Net Operating Result from Income Statement		114,103	79,612
Adjust for non cash items:			
Depreciation & Amortisation		69,823	65,694
Net Losses/(Gains) on Disposal of Assets		(7,912)	(541)
Non Cash Capital Grants and Contributions		(1,052)	(4,633)
Losses/(Gains) recognised on Fair Value Re-measurements through the P&L:			
- Investments classified as "@ Fair Value" or "Held for Trading"		(1,539)	(5,610)
- Investment Properties		-	(2,656)
Unwinding of Discount Rates on Reinstatement Provisions		-	27
+/- Movement in Operating Assets and Liabilities & Other Cash Items:			
Decrease/(Increase) in Receivables		(6,358)	(5,700)
Increase/(Decrease) in Provision for Doubtful Debts		640	(541)
Decrease/(Increase) in Inventories		(186)	(3)
Decrease/(Increase) in Other Current Assets		(815)	963
Increase/(Decrease) in Payables		1,324	(3,372)
Increase/(Decrease) in accrued Interest Payable		(568)	-
Increase/(Decrease) in other accrued Expenses Payable		(2,991)	1,884
Increase/(Decrease) in Other Current Liabilities		6,313	418
Increase/(Decrease) in Employee Leave Entitlements		1,437	4,663
Increase/(Decrease) in Other Provisions		1,516	482
NET CASH PROVIDED FROM/(USED IN)			
OPERATING ACTIVITIES from the STATEMENT of CASH FLOWS		173,737	130,687

Note 11. Statement of Cash Flows - Additional Information (continued)

\$ '000	Notes	Actual 2011	Actual 2010
(c) Non-Cash Investing & Financing Activities			
Developer Contributions "in kind"		1,052	4,633
Total Non-Cash Investing & Financing Activities		1,052	4,633
(d) Financing Arrangements			
(i) Unrestricted access was available at balance date to the following lines of credit:			
Bank Overdraft Facilities ¹		2,000	2,000
Credit Cards / Purchase Cards ²		300	300
Total Financing Arrangements		2,300	2,300
Amounts utilised as at Balance Date:			
- Bank Overdraft Facilities		-	-
- Credit Cards / Purchase Cards		-	-
Total Financing Arrangements Utilised		-	-

1. The Bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Interest rates on overdrafts are Interest Rates on Loans & Other Payables are disclosed in Note 15.

2. The Corporate Purchasing Card Facility has been configured for direct payment, such that there were no outstanding balances on the cards at the end of each of the financial years.

Note 12. Commitments for Expenditure

\$ '000	Notes	Actual 2011	Actual 2010
(a) Capital Commitments (exclusive of GST)			
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:			
Property, Plant & Equipment			
Buildings		26,519	30,764
Civil Infrastructure, Plant & Equipment		24,694	41,475
Open Space		12,304	21,530
Public Art		1,107	606
Investment Property			
- Buildings		222	558
Total Commitments		64,846	94,933
These expenditures are payable as follows:			
Within the next year		64,176	90,010
Later than one year and not later than 5 years		670	4,923
Later than 5 years		-	-
Total Payable		64,846	94,933
(b) Other Expenditure Commitments (exclusive of GST)			
Other Non Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:			
Domestic Waste Management		3,463	4,304
Recycling Services		8,928	10,853
Graffiti		6,993	8,597
Parking Meter Maintenance		10,375	9,506
Parking Facilities		2,643	1,867
Street Trees		7,786	9,388
Street Furniture		12,182	13,346
Park Maintenance/Pools		19,046	25,223
Community and Homelessness		7,332	5,908
Cultural Events		5,958	2,708
Property		40,311	27,465
Administration, Systems and Security Services		16,256	12,700
Environmental		3,595	3,025
Total Commitments		144,868	134,890
These expenditures are payable as follows:			
Within the next year		95,715	86,998
Later than one year and not later than 5 years		48,017	43,234
Later than 5 years		1,136	4,658
Total Payable		144,868	134,890

Note 12. Commitments for Expenditure (continued)

\$ '000	Notes	Actual 2011	Actual 2010
(c) Finance Lease Commitments			
Nil			
(d) Operating Lease Commitments (Non Cancellable)			
a. Commitments under Non Cancellable Operating Leases at the Reporting date, but not recognised as Liabilities are payable:			
Within the next year		1,019	1,432
Later than one year and not later than 5 years		4,748	3,606
Later than 5 years		31,677	32,092
Total Non Cancellable Operating Lease Commitments		37,444	37,130

b. Non Cancellable Operating Leases include the following assets:

Operating lease commitments arise as a result of Council's commitment under a non-cancellable operating lease, being in relation to Goulburn Street Parking Station. Council has a 99 year lease arrangement to rent the airspace that the parking station exists in from the State Rail Authority of NSW who control that asset. The commitment recognises the 49 years remaining on the lease, which is estimated at \$27.349m

The lease commitments also include duct rental payable to Energy Australia in respect of Smartpoles at \$346K per year for 30 years, indexed at an assumed CPI of 3% per annum. The agreement to 2032 results in a total commitment of \$9.913m

Note 12. Commitments for Expenditure (continued)

\$ '000	Notes	Actual 2011	Actual 2010
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Conditions relating to Finance & Operating Leases:

- All Finance & Operating Lease Agreements are secured only against the Leased Asset.
- No Lease Agreements impose any financial restrictions on Council regarding future debt etc.

(e) Investment Property Commitments

Non Capital expenditure on Investment Properties committed for at the reporting date but not recognised in the financial statements as liabilities:

Contractual Obligations - Repairs & Maintenance	894	13
Contractual Obligations - Other		-
Total Commitments	894	13

These expenditures are payable as follows:

Within the next year	894	13
Later than one year and not later than 5 years		-
Later than 5 years		-
Total Payable	894	13

(f) Remuneration Commitments

Commitments for the payment of salaries & other remuneration under long-term employment contracts in existence at reporting date but not recognised as liabilities are payable:

Within the next year	432	377
Later than one year and not later than 5 years	648	565
Later than 5 years	1,080	1,131
Total Payable	2,160	2,073

Note 13. Statement of Performance Measurement - Indicators

\$ '000	Amounts 2011	Indicator 2011	Prior Periods 20102009	
Local Government Industry Indicators				
1a. Unrestricted Current Ratio				
Current Assets less all External Restrictions ⁽¹⁾	315,928	4.30 : 1	4.30	2.84
Current Liabilities less Specific Purpose Liabilities ^(2,3)	73,543			
1b. Unrestricted Current Ratio (less External & Internal restrictions)				
Current Assets less External and Internal Restrictions ⁽⁴⁾	155,052	1.41 : 1	2.91	1.95
Current Liabilities less External and Internal Restrictions	110,180			
2. Debt Service Ratio				
Debt Service Cost	-	0.00%	0.00%	0.00%
Income from Continuing Operations excluding Capital Items & Specific Purpose Grants/Contributions	467,988			
3. Rates & Annual Charges Coverage Ratio				
Rates & Annual Charges	246,757	48.87%	51.86%	48.38%
Income from Continuing Operations	504,901			
4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage				
Rates, Annual & Extra Charges Outstanding	4,497	1.79%	1.95%	1.98%
Rates, Annual & Extra Charges Collectible	251,834			
5. Building & Infrastructure Renewals Ratio				
Asset Renewals ⁽⁵⁾ [Buildings & Infrastructure]	36,619	88.75%	115.10%	103.74%
Depreciation, Amortisation & Impairment (Building & Infrastructure Assets)	41,263			

Notes

⁽¹⁾ Refer Notes 6-8 inclusive.

Also excludes any Real Estate & Land for resale not expected to be sold in the next 12 months

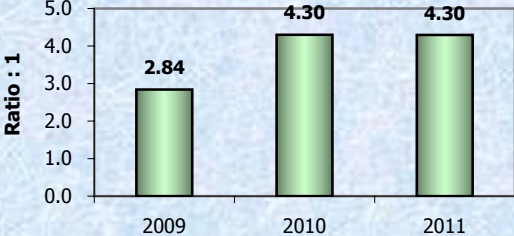
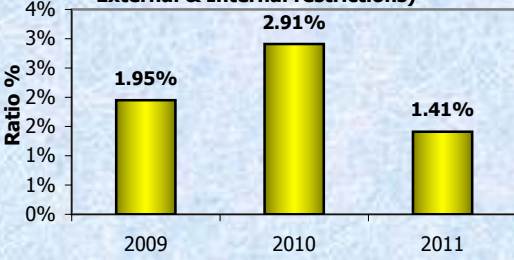
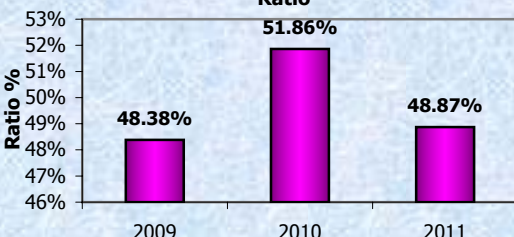
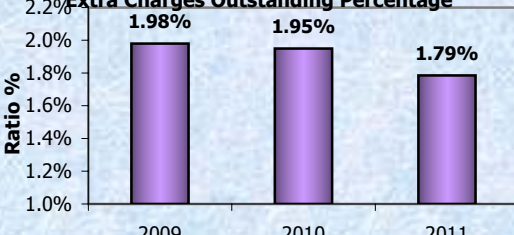
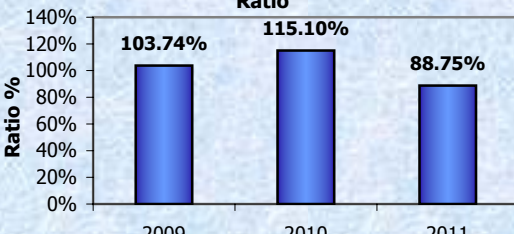
⁽²⁾ Refer to Note 10(a).

⁽³⁾ Refer to Note 10(c) - excludes all payables & provisions not expected to be paid in the next 12 months (incl. ELE).

⁽⁴⁾ Ratio reflects the unrestricted funds of Council not reserved for legislative requirements or specific commitments/projects.
Refer to Note 6(c), 7 and 10(a) for restriction details

⁽⁵⁾ Asset Renewals represent the replacement &/or refurbishment of existing assets to an equivalent capacity or performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Note 13. Statement of Performance Measurement - Indicators

<p>1a. Unrestricted Current Ratio</p>  <table><tr><th>Year</th><th>Ratio : 1</th></tr><tr><td>2009</td><td>2.84</td></tr><tr><td>2010</td><td>4.30</td></tr><tr><td>2011</td><td>4.30</td></tr></table>	Year	Ratio : 1	2009	2.84	2010	4.30	2011	4.30	<p>Purpose of Unrestricted Current Ratio</p> <p>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</p>	<p>Commentary on 2010/11 Result</p> <p>2010/11 Ratio 4.30 : 1</p> <p>The 2011 ratio reflects at a level at which Council still has excess capacity to meet its obligations. The current level represents the maturity profile of the investment portfolio in support of both current and future funding requirements of the Council</p>
Year	Ratio : 1									
2009	2.84									
2010	4.30									
2011	4.30									
<p>1b. Unrestricted Current Ratio (less External & Internal restrictions)</p>  <table><tr><th>Year</th><th>Ratio %</th></tr><tr><td>2009</td><td>1.95%</td></tr><tr><td>2010</td><td>2.91%</td></tr><tr><td>2011</td><td>1.41%</td></tr></table>	Year	Ratio %	2009	1.95%	2010	2.91%	2011	1.41%	<p>Purpose of Unrestricted Current Ratio (less external & internal restrictions)</p> <p>Reflects the unrestricted funds of Council not reserved for legislative requirements or specific commitments/project to satisfy obligations in the short term for the unrestricted activities of Council.</p>	<p>Commentary on 2010/11 Result</p> <p>2010/11 Ratio 1.41%</p> <p>The 2011 ratio reflects a level at which Council still has capacity to meet its obligations after all External and Internal Restrictions are excluded. The current level represents the maturity profile of the investment portfolio in support of both current and future funding requirements of the Council.</p>
Year	Ratio %									
2009	1.95%									
2010	2.91%									
2011	1.41%									
<p>3. Rates & Annual Charges Coverage Ratio</p>  <table><tr><th>Year</th><th>Ratio %</th></tr><tr><td>2009</td><td>48.38%</td></tr><tr><td>2010</td><td>51.86%</td></tr><tr><td>2011</td><td>48.87%</td></tr></table>	Year	Ratio %	2009	48.38%	2010	51.86%	2011	48.87%	<p>Purpose of Rates & Annual Charges Coverage Ratio</p> <p>To assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income.</p>	<p>Commentary on 2010/11 Result</p> <p>2010/11 Ratio 48.87%</p> <p>The ratio continues to remain within a small band of variation reflecting the consistency in the structure of Council's revenue. The change reflects the income levels recovering with improved economic conditions.</p>
Year	Ratio %									
2009	48.38%									
2010	51.86%									
2011	48.87%									
<p>4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage</p>  <table><tr><th>Year</th><th>Ratio %</th></tr><tr><td>2009</td><td>1.98%</td></tr><tr><td>2010</td><td>1.95%</td></tr><tr><td>2011</td><td>1.79%</td></tr></table>	Year	Ratio %	2009	1.98%	2010	1.95%	2011	1.79%	<p>Purpose of Rates & Annual Charges Outstanding Ratio</p> <p>To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.</p>	<p>Commentary on 2010/11 Result</p> <p>2010/11 Ratio 1.79%</p> <p>The continuing lower ratio reflects ongoing efficiencies in collection procedures.</p>
Year	Ratio %									
2009	1.98%									
2010	1.95%									
2011	1.79%									
<p>5. Building & Infrastructure Renewals Ratio</p>  <table><tr><th>Year</th><th>Ratio %</th></tr><tr><td>2009</td><td>103.74%</td></tr><tr><td>2010</td><td>115.10%</td></tr><tr><td>2011</td><td>88.75%</td></tr></table>	Year	Ratio %	2009	103.74%	2010	115.10%	2011	88.75%	<p>Purpose of Bldg & Infrastructure Renewals Ratio</p> <p>To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.</p>	<p>Commentary on Result</p> <p>2010/11 Ratio 88.75%</p> <p>The average expenditure over the years continues to meet renewal rates relative to rates of depreciation. Individual levels of expenditure in each year are subject to variations due to timing of contractual commitments, weather conditions, etc.</p>
Year	Ratio %									
2009	103.74%									
2010	115.10%									
2011	88.75%									

Note 14. Investment Properties

\$ '000	Notes	Actual 2011	Actual 2010
(a) Investment Properties at Fair value			
Investment Properties on Hand		211,287	133,430
Reconciliation of Annual Movement:			
Opening Balance		133,430	130,760
- Acquisitions		77,857	-
- Capitalised Expenditure - this year		-	14
- Net Gain/(Loss) from Fair Value Adjustments		-	2,656
CLOSING BALANCE - INVESTMENT PROPERTIES		211,287	133,430
(b) Valuation Basis			
The basis of valuation of Investment Properties is Fair Value, being the amounts for which the properties could be exchanged between willing parties in arms length transaction, based on current prices in an active market for similar properties in the same location and condition and subject to similar leases.			
Since there was little change in the fair value of the investment properties between 2010 and 2011, the 2011 revaluations were based on 2010 Independent Assessments made by: AON Valuation Services (A Division of AON Risk Services Australia Limited) - Certifying Valuer: Jeffrey Millar, AAPI			
(c) Contractual Obligations at Reporting Date			
Refer to Note 12 for disclosures relating to any Capital and Service obligations that have been contracted.			
(d) Leasing Arrangements			
Details of leased Investment Properties are as follows;			
Future Minimum Lease Payments receivable under non-cancellable Investment Property Operating Leases not recognised in the Financial Statements are due:			
Within 1 year		11,702	4,912
Later than 1 year but less than 5 years		27,327	13,783
Later than 5 years		16,412	7,655
Total Minimum Lease Payments Receivable		55,441	26,350
(e) Investment Property Income & Expenditure - summary			
Rental Income from Investment Properties:			
- Minimum Lease Payments		15,321	9,983
Direct Operating Expenses on Investment Properties:			
- that generated rental income		(2,504)	(1,599)
Net Revenue Contribution from Investment Properties		12,817	8,384
plus:			
Fair Value Movement for year		-	2,656
Total Income attributable to Investment Properties		12,817	11,040

Note 15. Financial Risk Management

\$ '000

Risk Management

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's Finance Section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's Financial Assets & Financial Liabilities recognised in the financial statements is presented below.

	Carrying Value		Fair Value	
	2011	2010	2011	2010
Financial Assets				
Cash and Cash Equivalents	198,002	212,648	198,002	212,648
Investments				
- "Held for Trading"	-	-	-	-
- "Designated At Fair Value on Initial Recognition"	185,220	192,784	185,220	192,785
- "Held to Maturity"	62,000	19,001	62,000	19,000
- "Loans & Receivables"	-	-	-	-
- "Available for Sale"	-	-	-	-
Receivables	39,367	33,649	39,367	33,649
Other Financial Assets	-	-	-	-
Total Financial Assets	484,589	458,082	484,589	458,082
Financial Liabilities				
Bank Overdraft	-	-	-	-
Payables	71,703	68,047	71,703	68,047
Loans / Advances	-	-	-	-
Lease Liabilities	-	-	-	-
Other Financial Liabilities	-	-	-	-
Total Financial Liabilities	71,703	68,047	71,703	68,047

Fair Value is determined as follows:

- **Cash & Cash Equivalents, Receivables, Payables** - are estimated to be the carrying value which approximates mkt value.
- **Borrowings & Held to Maturity** Investments - are based upon estimated future cash flows discounted by the current market interest rates applicable to assets & liabilities with similar risk profiles, unless quoted market prices are available.
- Financial Assets classified (i) **"at far value through profit & loss"** - are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Note 15. Financial Risk Management (continued)

\$ '000

(a) Fair Value Measurements

The fair value of financial assets and financial liabilities must be estimated in accordance with Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 7 Financial Instruments: Disclosures, requires the disclosure of how fair valuations have been arrived at for all financial assets and financial liabilities that have been measured at fair value.

Arriving at fair values for financial assets and liabilities can be broken up into 3 distinct measurement hierarchies:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices)

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs)

The following table presents the financial assets and financial liabilities that have been measured and recognised at fair values:

2011	Level 1	Level 2	Level 3	Total
Financial Assets				
Investments				
- "Designated At Fair Value on Initial Recognition"	185,220	-	-	185,220
Total Financial Assets	185,220	-	-	185,220
Financial Liabilities				
- Other - Payables	71,703	-	-	71,703
Total Financial Liabilities	71,703	-	-	71,703
2010	Level 1	Level 2	Level 3	Total
Financial Assets				
Investments				
- "Designated At Fair Value on Initial Recognition"	188,584	4,201	-	192,785
Total Financial Assets	188,584	4,201	-	192,785
Financial Liabilities				
- Other - Payables	68,047	-	-	68,047
Total Financial Liabilities	68,047	-	-	68,047

Note 15. Financial Risk Management (continued)

\$ '000

(b) Cash & Cash Equivalents, Financial assets 'at fair value through the profit & Loss' "Available-for-sale" financial assets & "Held-to-maturity" Investments

Council's objective is to maximise its return on cash & investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's Finance area manages the Cash & Investments portfolio with the assistance of independent advisors.

Council has an Investment Policy which complies with the Local Government Act & Minister's Investment Order. This Policy is regularly reviewed by Council and its staff and an Investment Report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance.

Cash & Investments are subject to the following risks -

- Price risk - the risk that the capital value of Investments may fluctuate due to changes in market prices, whether the changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- Interest rate risk - the risk that movements in interest rates could affect returns and income.
- Credit risk - the risk that the counterparty (to an investment) will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council - be it of a capital or income nature.

Council manages these risks as follows:

- Price risk is managed by ensuring that liquidity requirements are adequately sourced from short-term investments that are not subject to price risk and that sales of higher yielding investments which are subject to price risk are confined to either face value maturities or sales during periods of favourable price movements.
- Interest rate risks are managed by linking returns where possible to rates based around benchmark indices and by managing investment maturity profiles.
- Credit risk is managed by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees. Council also seeks where necessary advice from independent advisors before placing selected investments.

The following represents a summary of the sensitivity of Council's Income Statement and Accumulated Surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable.

It is assumed that the change in interest rates would have been constant throughout the reporting period.

	2011		2010	
	Profit	Equity	Profit	Equity
Possible impact of a 10% movement in Market Values	20,328	20,328	26,723	26,723
Possible impact of a 1% movement in Interest Rates	4,483	4,483	4,332	4,332

Note 15. Financial Risk Management (continued)

\$ '000

(c) Receivables

Council's major receivables comprise **(i) Rates & Annual charges** and **(ii) User Charges & Fees**.

The major risk associated with these receivables is credit risk - the risk that debts due and payable to Council may not be repaid in full.

Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures.

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts - that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates & annual charges at higher than market rates which further encourages the payment of debt.

The level of outstanding receivables is monitored for acceptable collection performance.

Credit risk on infringement notices is minimised by assigning the recovery of these amounts to the State Debt Recovery Office. These receivables are subject to defence, credit checks and individual assessment of impairment are not possible, so these recoverable amounts are based on historic recovery rates.

With the exception of a small number of property tenants, there are no other material receivables that have been subjected to a re-negotiation of repayment terms.

A profile of Council's receivables credit risk at balance date follows:

	2011 Rates & Annual Charges	2011 Other Receivables	2010 Rates & Annual Charges	2010 Other Receivables
(i) Ageing of Receivables				
Current (not yet overdue)	0%	95%	0%	95%
Past due	100%	5%	100%	5%
(ii) Movement in Provision for Impairment of Receivables			2011	2010
Balance at the beginning of the year			761	1,302
+ new provisions recognised during the year			2,661	427
- amounts already provided for & written off this year			(2,563)	(255)
- amounts provided for but recovered during the year			-	(713)
Balance at the end of the year			859	761

Note 15. Financial Risk Management (continued)

\$ '000

(d) Payables & Borrowings

Payables & Borrowings are both subject to liquidity risk - the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

The contractual undiscounted cash outflows (ie. principal and interest) of Council's Payables & Borrowings are set out in the Liquidity Table below:

\$ '000	Subject to no maturity	payable in:						Total Cash Outflows	Actual Carrying Values
		≤ 1 Year	1-2 Yrs	2-3 Yrs	3-4 Yrs	4-5 Yrs	> 5 Yrs		
2011									
Trade/Other Payables	24,346	47,357						71,703	71,703
2010									
Trade/Other Payables	23,613	44,433	-	-	-	-	-	68,046	68,047

Note 16. Material Budget Variations

\$ '000

Council's Original Financial Budget for 2010/11 was incorporated as part of its Management Plan and was adopted by the Council on 21 June 2010.

While the Income Statement included in this General Purpose Financial Report must disclose the Original Budget adopted by Council, the Local Government Act requires Council to review its Financial Budget on a Quarterly Basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This Note sets out the details of MATERIAL VARIATIONS between Council's Original Budget and its Actual results for the year as per the Income Statement - even though such variations may have been adjusted for during each Quarterly Budget Review.

Note that for Variations* of Budget to Actual :

Material Variations represent those variances that amount to **10%** or more of the original budgeted figure.

F = Favourable Budget Variation, **U** = Unfavourable Budget Variation

\$ '000	2011 Budget	2011 Actual	2011 ----- Variance* -----		
REVENUES					
Interest & Investment Revenue	22,430	25,112	2,682	12%	F
The variation from budget reflects the following factors:					
- A favourable variance of \$1.1M due to a combination of higher opening cash balances than budgeted, lower capital expenditure.					
- Improved indicative current market valuations of investments of \$1.5M as financial markets emerge from the global financial crisis.					
Operating Grants & Contributions	13,062	14,722	1,660	13%	F
The variation is due to the early payment of a quarterly instalment of the Federal Assistance Grant for 2011-12 in the 2010-11 financial year.					
Capital Grants & Contributions	15,000	28,334	13,334	89%	F
Variation due to higher than expected S94 Contributions and other capital grants (\$8M) as well as higher than budgeted S61 Contributions (\$5M)					

Note 16. Material Budget Variations (continued)

\$ '000	2011 Budget	2011 Actual	2011 Variance*		
EXPENSES					
Borrowing Costs	50	-	50	100%	F
The budget related to the unwinding discount on Remediation provisions and no charges were actually incurred during the year.					
Materials & Contracts	91,748	80,196	11,552	13%	F
The cost savings resulted mainly from lower than expected property maintenance costs (\$4.7M), after cost recoveries, and reduced facility management costs (\$4.8M)					
Other Expenses	88,865	79,437	9,428	11%	F
Cost savings relate to non-utilisation of contingencies (\$6.0M), parking infringement cost (\$1.7M), and public domain enhancement costs (\$1.5M). Council subsequently approved the utilisation of contingencies < enter details here >					

Budget Variations relating to Council's Cash Flow Statement include:

Cash Flows from Operating Activities	127,399	173,737	46,337	36.4%	F
Cash flows from operating activities have exceeded budget due to higher revenues for fees and charges, grants and other income (rental income, etc.) (\$41M) together with cost savings of \$5M					
Cash Flows from Investing Activities	(251,781)	(188,382)	63,399	(25.2%)	F
Cash outflows from investing activities are less than budget due to lower than anticipated capital investments during the financial year.					

Note 17. Statement of Developer Contributions

\$ '000

Council recovers contributions, raises levies & enters into planning agreements on development works that are subject to a development consent issued by Council. All contributions must be spent/utilised for the specific purpose they were levied and any interest applicable to unspent funds must be attributed to remaining funds.

The following tables detail the receipt, interest and use of the above contributions & levies and the value of all remaining funds which are "restricted" in their future use.

SUMMARY OF CONTRIBUTIONS & LEVIES

SUMMARY OF CONTRIBUTIONS & LEVIES											Projections			Cumulative Internal Borrowings due/(payable)
PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Future income	Exp still outstanding	Over or (under) Funding				
Roads Traffic Facilities Open Space Community Facilities Other	12,220	1,735	-	778	-	-	14,733	42,218	(56,951)	-	-			
	2,566	92	-	148	(285)	-	2,521	-	(2,126)	395	-			
	46	9,924	-	556	(1,105)	-	9,421	245,955	(255,376)	-	-			
	19,034	1,764	-	1,159	(11)	-	21,946	27,141	(49,087)	-	-			
	1,590	112	-	95	(112)	-	1,685	446	(2,131)	-	-			
S94 Contributions - under a Plan	35,456	13,627	-	2,736	(1,513)	-	50,306	315,760	(365,671)	395	-			
Total S94 Revenue Under Plans	35,456	13,627	-	2,736	(1,513)	-	50,306				-			
S94 not under Plans	1,266	48	-	74	-	-	1,388	-	(1,388)	-	-			
S93F Planning Agreements	3,785	2,428	-	346	-	-	6,559	-	(6,559)	-	-			
Bonus Floor Space Contributions	4,526	(57)	-	249	-	-	4,718	-	(4,718)	-	-			
S61 Contributions	-	9,690	-	-	(9,690)	-	-				-			
Total Contributions	45,033	25,736	-	3,405	(11,203)	-	62,971	315,760	(367,059)	395	-			

Note 17. Statement of Developer Contributions (continued)

\$ '000

S94 CONTRIBUTIONS - UNDER A PLAN

CONTRIBUTION PLAN - WALSH BAY

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Traffic Facilities	16			1			17		(17)	-	
Other	57			3			60		(60)	-	
Total	73	-	-	4	-	-	77	-	(77)	-	-

CONTRIBUTION PLAN - CITY OF SYDNEY (2006)

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Roads	12,220	1,735		778			14,733	42,218	(56,951)	-	
Traffic Facilities	2,550	92		147	(285)		2,504		(2,109)	395	
Open Space	46	9,924		556	(1,105)		9,421	245,955	(255,376)	-	
Community Facilities	19,034	1,764		1,159	(11)		21,946	27,141	(49,087)	-	
Other	1,533	112		92	(112)		1,625	446	(2,071)	-	
Total	35,383	13,627	-	2,732	(1,513)	-	50,229	315,760	(365,594)	395	-

Note 17. Statement of Developer Contributions (continued)

\$ '000

S94 CONTRIBUTIONS - NOT UNDER A PLAN

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Roads	63			4			67		(67)	-	
Parking	629			35			664		(664)	-	
Other	574	48		35			657		(657)	-	
Total	1,266	48	-	74	-	-	1,388	-	(1,388)	-	-

S94 CONTRIBUTIONS - EXECUTED THROUGH AGREEMENT WITH A THIRD PARTY

CONTRIBUTION PLAN - ULTIMO-PYRMONT

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Roads	-						-		(1,000)	(1,000)	
Other	-						-			-	
Total	-	-	-	-	-	-	-	-	(1,000)	(1,000)	-

Note 17. Statement of Developer Contributions (continued)

The Ultimo Pymont Section 94 Contributions Plan 1994 ("the Plan") represents a schedule of public facilities which are required as a consequence of anticipated infrastructure demands generated by new residential, employment and hospitality development to be undertaken in the Ultimo Pymont area. The significant costs of the provision of these public facilities were to be in part met and/or recouped from new development in the Ultimo Pymont area. The "cost" of works detailed within the Plan is, in fact, representative of the extent to which contributions may be used to fund the works. The value of works completed and land dedicated may in turn exceed the value nominated within the Plan. However, they may only be funded by developer contributions to the extent of that nominated value.

In accordance with the Ultimo Pymont Public Amenities and Services Agreement ("the Agreement") signed on 23rd December 1994 by Sydney City Council (now known as the City of Sydney) and City West Development Corporation (since conglomerated into the Sydney Harbour Foreshore Authority), it was agreed that the Sydney Harbour Foreshore Authority (SHFA) take responsibility for the delivery of \$120m of the \$143m of works identified under the Ultimo-Pymont Section 94 Contributions

In providing the works identified within the Plan, the majority of projects were completed - and assets delivered - in the early years of the Plan's existence. To date, based on a combination of City of Sydney data and information provided by SHFA, approximately \$132m of land and works recoverable under the Plan has been delivered (based on the values assigned to identified land and works under the Plan). These works are still under recoupment in terms of contributions received.

The anticipated funding for the works was to come from grants received under the Building Better Cities program (approximately \$26.5m), with the balance as Section 94 contributions levied on developments. The Agreement requires that contributions levied and received by the City of Sydney are to be forwarded to SHFA. Based on information from SHFA last updated as at 31 December 2007, approximately \$55m in Section 94 cash contributions have been collected to date.

Additionally, approximately \$16m of the \$132m identified works have been delivered as land dedications and works in kind contributions. In regards to the information detailed in the above table, the "Expenditure Still Outstanding" represents works identified in the Plan (and also described as "Council Work" in the Agreement), that have not yet been delivered. This total in no way represents an obligation on the part of the City of Sydney to deliver the works. As detailed above, the Plan continues to operate on a recoupment basis at present, with the overall attributed value of works delivered still exceeding the value of funding received to date. The extent to which the outstanding works are delivered may be dependent upon the

The Plan as a whole, and also the Agreement are presently subject to review by both SHFA and Council, with a view to updating the documents to reflect not only changes to the identified infrastructure requirements of the Ultimo Pymont area and expected development activity therein, but also to incorporate recent changes to state planning legislation, where applicable.

Note 18. Contingencies & Other Assets/Liabilities Not Recognised

\$ '000

1(a). Potential benefits to Council

- (i) In accordance with a deed of agreement signed with a developer, Council is entitled to acquire a site from a developer at no cost to council. The site is a fully remediated park with enhancements. The contingent asset is estimated to be worth more than \$5m.
- (ii) Council has been liaising with a State Government authority in seeking compensation for costs incurred in relation to a cancelled project. Negotiations are in progress and Council remains confident of recovering the full amount of costs. The claim is expected to exceed \$500,000.

1(b). Potential claims against Council

- (i) Council has commenced legal proceedings in relation to breaches of a licence agreement between Council and a licensee. Damages have not been quantified.

2. Self insurance – Workers Compensation

Council has decided, on the basis of proper risk management practices, to carry its own insurance in regard to worker's compensation. A provision for self insurance has been made to recognise outstanding claims, the amount of which is detailed in Note 10.

As a self-insurer, Council is required to lodge a bank guarantee with the Workcover Authority. At 30 June 2011, bank guarantees of \$15.846m were held by the Workcover Authority, and the Authority is currently reviewing whether any additional assurance is required.

All other insurance risks, including workers compensation claims above \$750,000, are covered by external companies.

3. Superannuation – Defined Benefits Schemes

Council makes employer contributions to the defined benefits categories of the Scheme at rates determined by the Scheme's Trustee. Employees also make member contributions to the Fund. As such, assets accumulate in the Fund to meet the member's benefit, as defined in the Trust Deed, as they accrue.

Council has an ongoing obligation to share in the future experience of the Scheme. Favourable or unfavourable variations may arise should the experience of the Scheme differ from the assumptions made by the Scheme's actuary in estimating the Scheme's accrued benefits liability.

Note 18. Contingencies & Other Assets/Liabilities Not Recognised (continued)

\$ '000

4. Proposed Land Transfers between Sydney Harbour Foreshore Authority (SHFA) and Council

Council has agreed to proceed with the transfer of public assets from SHFA in Pyrmont. The completion of these transfers is subject to the fulfilment of specific conditions. The value of these assets cannot be quantified at this time, as they are subject to assessment of age and condition at the time of transfer.

5. S94 Plans

Council levies Section 94/94A Contributions upon various development across the Council area through the required Contributions Plans.

As part of these Plans, Council has received funds for which it will be required to expend the monies in accordance with those Plans.

As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years.

These future expenses do not yet qualify as liabilities as of the Reporting Date, but represent Council's intention to spend funds in the manner and timing set out in those Plans.

6. Infringement Notices/Fines

Fines & Penalty Income, as a result of Council issuing Infringement Notices is followed up and collected by the State Debt Recovery Office.

Council's Revenue Recognition policy for such income is to account for it as revenue when the penalty is applied to the extent of expected recovery rates that are determined in accordance with past experience.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid Infringement Notices that are in excess of the accrued revenue recognised in the accounts.

Due to the limited information available on the status, value and duration of outstanding Notices, Council is unable to reliably determine the full value of outstanding income.

Note 19. Controlled Entities, Associated Entities & Interests in Joint Ventures

\$ '000

Council has no interest in any Controlled Entities, Associated Entities or Joint Ventures.

Note 20. Equity - Retained Earnings and Revaluation Reserves

\$ '000	Notes	Actual 2011	Actual 2010
a. Retained Earnings			
Movements in Retained Earnings were as follows:			
Balance at beginning of Year (from previous years audited accounts)		2,578,898	2,480,203
a. Correction of Prior Period Errors	20 (c)	(16,725)	19,083
b. Changes in Accounting Policies (prior period effects)	20 (d)	-	-
c. Other Comprehensive Income (excl. direct to Reserves transactions)		-	-
d. Net Operating Result for the Year		114,103	79,612
e. Distributions to/(Contributions from) Minority Interests		-	-
f. Transfers between Equity		-	-
Balance at End of the Reporting Period		2,676,276	2,578,898

b. Reserves

(i) Reserves are represented by:

- Infrastructure, Property, Plant & Equipment Revaluation Reserve	1,674,478	444,193
- Trust Asset Revaluation Reserve	2,311,915	1,328,270
Total	3,986,393	1,772,463

(ii). Reconciliation of movements in Reserves:

Infrastructure, Property, Plant & Equipment Revaluation Reserve

- Opening Balance	444,193	429,904
- Revaluations for the year	1,230,285	14,289
- Balance at End of Year	1,674,478	444,193

Trust Asset Revaluation Reserve

- Opening Balance	1,328,270	1,328,270
- Revaluations for the year	983,645	-
- Balance at End of Year	2,311,915	1,328,270

TOTAL VALUE OF RESERVES

	3,986,393	1,772,463
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(iii). Nature & Purpose of Reserves

Infrastructure, Property, Plant & Equipment Revaluation Reserve

- The Infrastructure, Property, Plant & Equipment Revaluation Reserve is used to record increments/decrements of Non Current Asset values due to their revaluation.

Trust Assets Revaluation Reserve

- The Trust Assets Revaluation Reserve represents the total fair value of trust land assets (such as Crown Reserve Trusts) that have come under the management control of Council at no acquisition cost and which have subsequently been revalued to fair value on the replacement cost basis. These assets are owned by the state and are effectively controlled by the City as reserve trust manager.

Note 20. Equity - Retained Earnings and Revaluation Reserves (continued)

\$ '000	Notes	Actual 2011	Actual 2010
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c. Correction of Error/s relating to a Previous Reporting Period

Council had not previously reassessed the useful life of its land improvements, trees, heritage collection and public art on a regular basis and, as a result, was found to have significantly over and understated the depreciation of these assets. A revaluation exercise in the 2011 year identified these errors and an adjustment has been made against the current year balances of IPPE and Retained Earnings to correct the errors because it was found to be impractical to restate the prior year comparatives.

Land Improvements depreciation understated	(23,677)	-
Other Structures-Trees depreciation overstated	5,295	-
Heritage Collection depreciation overstated	472	-
Public Art depreciation overstated	1,185	-
Road depreciation overstated	-	13,216
Drainage depreciation overstated	-	5,867
Adjustment to Retained Earnings	(16,725)	19,083

In accordance with AASB 108 - Accounting Policies, Changes in Accounting Estimates and Errors, the above Prior Period Errors have been recognised retrospectively.

These amounted to the following Equity Adjustments:

- Adjustments to Opening Equity - 1/7/09 (relating to adjustments for the 30/6/09 reporting year end and prior periods)	-	19,083
- Adjustments to Closing Equity - 30/6/10 (relating to adjustments for the 30/6/10 year end)	(16,725)	-
Total Prior Period Adjustments - Prior Period Errors	(16,725)	19,083

d. Voluntary Changes in Accounting Policies

Council made no voluntary changes in any accounting policies during the year.

Note 21. Financial Result & Financial Position by Fund

This note is not required as Council only has a general fund.

Note 22. "Held for Sale" Non Current Assets & Disposal Groups

\$ '000	2011		2010	
	Current	Non Current	Current	Non Current

Council did not classify any Non Current Assets or Disposal Groups as "Held for Sale".

Note 23. Events occurring after Balance Sheet Date

\$ '000

Events that occur after the reporting date of 30 June 2011, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 19 September 2011.

Events that occur after the Reporting Date represent one of two types:

(i) Events that have provided evidence of conditions that existed at the Reporting Date

These financial statements (and the figures therein) incorporate all "adjusting events" that provided evidence of conditions that existed at 30 June 2011.

(ii) Events that have provided evidence of conditions that arose after the Reporting Date

These financial statements (and figures therein) do not incorporate any "non adjusting events" that have occurred after 30 June 2011 and which are only indicative of conditions that arose after 30 June 2011.

Council is unaware of any material or significant "non adjusting events" that should be disclosed.

Note 24. Discontinued Operations

	Actual 2011	Actual 2010
\$ '000		

Council has not classified any of its Operations as "Discontinued".

Note 25. Intangible Assets

\$ '000

Intangible Assets represent identifiable non-monetary asset without physical substance.

Council is unaware of any control over Intangible Assets that warrant recognition in the Financial Statements, including either internally generated and developed assets or purchased assets.

Note 26. Reinstatement, Rehabilitation & Restoration Liabilities

\$ '000

Site Remediation

Council has implemented a Remediation Action Plan (RAP) in respect of a former Council depot at Fig and Wattle Streets, Pyrmont.

The estimated cost of the remediation is \$4.0m based on the requirements of the RAP.

Reconciliation of movement in Provision for year:

Balance at beginning of year	4,000	3,973
Effect of a change in discount rates used in PV calculations	-	27
Total - Reinstatement, rehabilitation and restoration provision	4,000	4,000



**Council of the City of Sydney
Independent Audit Report to the Council
(Section 417(2) – report on the general purpose financial report)**

Scope

We have audited the financial report of **Council of the City of Sydney** for the financial year ended 30 June 2011 as set out on pages 1 to 79. The financial report consists of the general purpose financial report and Council's statement in the approved form as required by Section 413(2)(a) of the Local Government Act, 1993. Our audit responsibility does not extend to the Original Budget figures disclosed in the Income Statement, Statement of Cash Flows, Notes 2(a) and 16 to the financial statements, nor to the projections in Note 17, or to the attached Special Schedules. The Council is responsible for the preparation and presentation of the financial report and the information it contains. We have conducted an independent audit of the financial report in order to express an opinion on it to the Council.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial report is free of material misstatement. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial report is presented fairly in accordance with Australian Accounting Standards and other mandatory professional reporting requirements and statutory requirements so as to present a view which is consistent with our understanding of the Council's financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit opinion

In our opinion:

- (a) The Council's accounting records have been kept in accordance with the requirements of the Local Government Act, 1993 Chapter 13, Part 3, Division 2.
- (b) The Council's financial report:
 - (i) has been properly prepared in accordance with the requirements of this Division
 - (ii) is consistent with the Council's accounting records
 - (iii) present fairly the Council's financial position and the results of its operations, and
 - (iv) is in accordance with applicable Accounting Standards.
- (c) All information relevant to the conduct of the audit has been obtained.
- (d) There are no material deficiencies in the accounting records or financial report that have come to light during the course of the audit.


PricewaterhouseCoopers


P L Buchholz
Partner

19 September 2011

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performance

This section contains the 2010/11 end of year performance report of the City's principal activities in its Management Plan (the four year Corporate Plan 2011–2014).

City of Sydney operations are set out under the 10 strategic directions of *Sustainable Sydney 2030*. The 10 strategic directions are the principal activities of the City of Sydney's Corporate Plan.

Each strategic direction contains:

- Programs and projects set out under the objectives identified in Sustainable Sydney 2030
- Key performance indicators grouped according to the outcome to which they contribute.

The 2010/11 performance of each project, program or key performance indicator is shown by a “traffic light” rating under the “status” column on the far right side of each page. These are:

- **On track** – everything is on track.
- **Watch** – the item is slightly off track and will be watched to ensure it improves.
- **Attention** – the item is clearly off track and needs remedial action, which is addressed by a specific comment.

Commentary by the officers responsible for these activities further details the progress of operations which contribute to the City's strategy.

1 A globally competitive and innovative City

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

1.P.1 Plan for growth and change in the City Centre				
Major Projects	Completion Date	% Complete	Progress To Date	Status
City Plan				
Prepare City Plan (LEP & DCP) with provisions for growth to meet targets, for Council review prior to public exhibition	2010	90	City Plan LEP and DCP exhibition complete. More than 1000 submissions received and currently being assessed, approximately half of the submissions related to the Ashmore Estate. Post exhibition report prepared for Council in Q2 2011/12. Community group and stakeholder group meetings to be conducted.	Watch
Completion is subject to approval from the NSW Department of Planning and subject to exhibition and gazetting requirements				
Revitalising the western edge				
Prepare a public domain precinct study for the City's western edge (fine grain retail, Barangaroo connections, Wynyard Station precinct)	2012	90	The draft Harbour Village North Plan has been endorsed by Council and was on public exhibition. A final report is due to be reported to Council by end of 2011.	On Track
Undertake an initial study to determine the preliminary feasibility of undergrounding part of the western distributor	2011	50	AECOM now finalising report examining the technical / physical possibility of undergrounding, with an indicative cost. Analysis of the economic benefits has been commissioned.	On Track
1.P.2 Strengthen globally competitive clusters and networks and develop innovative capacity				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Creative Industries				
Develop actions to support creative industries and identify opportunities to sponsor creative commercial events, in accordance with the Economic Development Strategy	2012	70	Work on the Creative Industries Action Plan continued during the quarter as part of the work to develop the City's Economic Development Strategy. Sponsorship of Vogue Fashion Night Out 2011, an event designed to support the fashion and retail sectors of the City's economy was approved by Council through the Commercial Creative Events Sponsorship Program. The NSW Government also announced that Sydney has secured the rights to the Australian premiere of the Addams Family musical and the World premiere of Strictly Ballroom, both of which will take place in 2013. The City of Sydney collaborated with the NSW Government to secure the rights to these major events.	On Track

1.P.3 Plan for global city support functions			
Programs and Services	Progress To Date		Status
Security and emergency management			
Work with joint security inter agencies and conduct programs to promote emergency awareness and preparedness in the city	Participated in security and emergency planning activities with the following agencies/committees: - NSW Police Mass Gatherings Steering Committee - District Emergency Management Committee - Local Emergency Management Committee - Emergency NSW Recovery Conference - Presentation to Councillors on NSW Emergency Management Arrangements by the State Emergency Operations Controller		On Track
1.P.4 Develop the innovative capacity and global competitiveness			
Programs and Services	Progress To Date		Status
City of Sydney Business Awards			
Encourage business within the City to improve sustainable outcomes and reward best practice through the annual City of Sydney Business Awards	The Business Awards tender for the period 2011 and 2012-2014 is now complete and a supplier appointed. The 2011 program was launched on 14 June by the Lord Mayor of Sydney and nominations and voting commenced. The response to date has been exceptional with the number of nominations and votes well on target. Planning is also underway for the gala presentation evening.		On Track
1.P.5 Strengthen business competitiveness			
Major Projects	Completion Date	% Complete	Progress To Date
Economic development strategy			
Prepare a comprehensive economic development strategy to guide local development and promote growth in a range of business sectors including retail, tourism, cultural, and tertiary education	2012	50	Progress during the quarter focussed on the development of sector action plans for retail, tourism and education, all of which are to be delivered later in 2011. A comprehensive research and consultation program was undertaken to inform the retail action plan. Key stakeholder relationships have been established in the education sector, leading to the identification of collaborative projects to be delivered via the action plan. The City continues to work with the NSW Government to develop a model for visitor servicing in Sydney.
			On Track
1.P.6 Support business development			
Programs and Services	Progress To Date		Status
Economic development			
Support a diversity of businesses in the City through the provision of advice to Chambers of Commerce, assistance with developing business precinct plans and provision of economic research data and City land use and floor space information	Business associations continue to work on projects funded through the Business Support Program as the Contract period ends on 30 September 2011. The Business Support Program was reviewed for 2011 as part of the annual update of the Grants and Sponsorship Policy and renamed the Village Business Partnership Grant Program. New eligibility criteria applies to organisations which must have a three year Business Plan and a one year Operational Plan. Six business associations have completed these plans in preparation for making application under the revised program.		On Track
Provide dialogue about demographic, business and economic development information to existing businesses through representative groups of local business precincts	The Research Team (Strategy & Economic Development) has continued to provide information and support to the Business Precincts Team with respect to demographic, business and economic development information for existing businesses through representative groups of local business precincts. Significant achievement this quarter was the Crown Street Business Survey.		On Track

1.P.6 Enhance tourism infrastructure, assets and branding of the City				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Sydney Signage Code				
Complete the public domain Signage Code to facilitate pedestrian movement across the local government area	2012	30	The brief for Signage and Wayfinding Strategy is completed. A public tender will occur in early 2011/2012. This will be a complex and multi faceted project requiring cross council coordination. An internal Project Control Group has been established to guide this project.	On Track
Iconic Events				
Deliver Christmas in the City as a celebration of a Sydney Christmas for residents and visitors	2010	100	<p>A Sydney Christmas was launched on 18 November with the Martin Place Children's Concert & Tree Lighting and Christmas on the Green in Hyde Park. Both concerts were a great success and audiences responded well to the programming. This year there was strong media coverage including a variety of ethnic coverage from the Chinese, Greek and Korean media.</p> <p>Despite inclement weather across the scheduled two weekends, the Village Christmas Concerts were well received. The Rosebery Village Christmas Concert was cancelled due to rain; however concerts at Elizabeth Bay, Alexandria and Surry Hills were all well attended with figures between 600-1000. There was a positive response to programming including the Live Green Christmas Tree project, where local schools participated in workshops and decorated Christmas trees with recycled materials. The trees were then displayed at all the Village Concerts.</p> <p>2010 Sydney New Year's Eve attracted spectators estimated at 1.5 million. NSW Government agencies were pleased with the success of the event, especially NSW Police with regard to crowd behaviour.</p> <p>The National Television Broadcast (via Network Nine) for the 9pm Family Fireworks peaked at an estimated 1.05 million viewers, with the Midnight Fireworks estimated at 1.79 million. Overall, the Midnight Fireworks rated strongly with a 60% audience share. Anecdotal research via AAP indicated a potential global reach of over one billion viewers, given the number of times Sydney New Year's Eve was presented as a news item across several platforms (notably TV and Web) in the 24 hour period 31 December 2010/1 January 2011.</p> <p>Planning for 2011 Sydney New Year's Eve is well underway with the engagement of a new Creative Team, Imagination Pty Ltd, led in 2011 by renowned Australian designer Marc Newson.</p> <p>A workshop was held with Events NSW, Tourism NSW and the Sydney New Year's Eve Host Broadcaster (IMG) to develop strategies to grow the international profile of the event through the broadcast.</p>	Complete
Deliver Sydney New Year's Eve celebrations as part of maintaining awareness of Sydney as a tourist destination	2010	100		Complete

Iconic Events					
Deliver Chinese New Year events to celebrate the cultural and economic contributions of the Chinese community to Sydney	2011	100	<p>Sydney's Chinese New Year Festival 2011 ran from Friday 28 January until Sunday 13 February and was the most successful to date. City events included the Festival Launch, Festival Markets, Twilight Parade and Dragon Boat Races.</p> <p>The Festival Launch was well attended by invitees and drew record public crowds to Belmore Park estimated at approximately 8000. The Festival Markets were also well attended across the weekend with highlights including the karaoke competition, noodle eating competition, film screening and demonstration kitchen sponsored by Ettason.</p> <p>This year's Twilight Parade comprised over 2000 participants, including representatives from 36 local Chinese, Vietnamese and Korean community organisations. 250 performers from visiting Hubei province participated, displaying 3 magnificent floats specifically made for the Twilight Parade. The Parade ran for an hour and 15 minutes, finishing at 9:15pm and estimated audience attendance was 100,000.</p> <p>The Dragon Boat Races at Cockle Bay, Darling Harbour were again popular with capacity audiences for both Saturday and Sunday races. A total of 2000 paddlers took part in 97 races across the weekend. Attendance figures from SHFA estimate crowds at 150,000 across the 2 days of racing.</p> <p>The Festival Program included 55 events from 41 event partners which were all extremely well attended. There was an estimated attendance of 14,000 across the Associated Events program. 50,000 programs were distributed during the Festival and media coverage increased by 17% with a total of 2,667 media stories. The total potential media reach was to 45 million people and represents over \$4.2 million in advertising value.</p>	Complete	
Programs and Services			Progress To Date	Status	
Promoting Sydney				On Track	
Work with the NSW State government on initiatives to promote Sydney, and with Business Events Sydney to attract international conferences to Sydney. Provide assistance and advice to businesses to put in conference bids			The City has approved sponsorship this quarter of INPUT 2012, a global conference for television producers being hosted in Sydney in May 2012. It is the first time this event has been held in Australia in more than 30 years and is expected to attract around 800 delegates, over half of whom will travel from overseas. The satellite sustainability conference relating to CeBIT, reported last quarter, was cancelled by the event organiser and did not go ahead in May.	On Track	
Partner with the State Government to implement a master Events Calendar and provide support for festivals coordinated by Tourism NSW and Events NSW, including Vivacity, Vivid and Crave seasonal campaigns			A new Memorandum of Understanding (MOU) has been drafted between Events NSW and the City of Sydney to capture the nature of the relationship for the next 3 years. The MOU focuses on collaboration and cooperation between the parties, rather than being a strategic partnership driven by specific program investments. Finalisation of the MOU is pending the settling in of the new Destination NSW entity (combination of Events NSW and Tourism NSW) and this will be reflected in the MOU.	On Track	
Operate the City's tourist information kiosks to promote Sydney attractions and events and assist visitor orientation and movement around the City			Construction on the new Haymarket Kiosk is scheduled to commence in Q1 2011/12, with completion in early 2012. There was a 40% decrease in the number of visitors to the Tourism Kiosks in comparison to the same period last year. This is a continued reflection of the strong Australian dollar and a subsequent reduction of in visitors to Sydney - particularly budget travellers and backpackers.	Watch	

1.S.1 Key Performance Indicators										
Global competitiveness - Sydney is a safe and competitive location for globally connected economic sectors										
Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	Q1	Q2	2010/11 Result	Q3	Q4	YTD
Filming permits approved in the City	No.	284	343	-	63	54	75	85	277	On Track
Brand Sydney - Sydney is the primary destination for international visitation for business, tourism and study										
Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	Q1	Q2	2010/11 Result	Q3	Q4	YTD
Estimated numbers attending New Year's Eve celebrations in the City - Measured annually only	M	1.5	1.5	3	-	1.5	-	-	-	1.5
2010 Sydney New Year's Eve was successfully produced with estimated crowd numbers on par with 2009, estimated at around 1.5 million. No deaths, injuries or significant crowd incidents.										On Track
Estimated numbers attending Christmas Concert in Martin Place - Measured annually only	No.	8,000	8,000	8,000	-	8,000	-	-	-	8,000
The Martin Place Children's Concert & Tree Lighting concert was held on Thursday 18 November 2010 and once again, the crowd in Martin Place was at capacity for the specified location and estimated at 8000.										On Track
Estimated numbers attending Chinese New Year parade - Measured annually only	No.	100,000	100,000	100,000	-	-	100,000	-	-	100,000
Estimated figures for the Twilight Parade are approximately 100,000. Estimated figures for the Festival Launch are approximately 8,000. Figures for Belmore Markets are estimated at between 20,000 - 40,000 across the weekend. Figures for Dragon Boat races are estimated at 150,000 across the 2 days of racing, slightly down due to inclement weather on the weekend.										On Track

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.P.1 Increase the capacity for local energy generation and water supply within city boundaries				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Green Infrastructure				
Lead the implementation of the Decentralised Energy Master Plan and the creation of low carbon zones within the City	2014	85	<p>The interim City of Sydney Decentralised Energy Master Plan - Trigereneration, made public in late 2010, identified that 360 megawatts of precinct scale trigeneration (using natural gas to generate electricity, heating and cooling) is commercially viable and would reduce the greenhouse gas emissions of connected buildings by between 39-56%. Work continues to improve the Trigereneration Master Plan with a final plan likely to be released later this year. Work also continues on the City of Sydney Decentralised Energy Master Plan - Renewable Energy which is close to completion. Initial results indicate that a significant portion of the City's 30% renewable energy by 2030 target could be met with renewable electricity located within the local government area with the remainder coming from other renewable energy sources. The draft plan also indicates a substantial source of organic wastes within 250km of Sydney that could be converted into renewable fuels to run the precinct trigeneration.</p>	On Track
Install trigeneration at Town Hall House, and the City's community facilities and aquatic centres, where feasible	2012	20	<p>Response to the tender for installation of trigeneration with Council buildings was received at the end of January 2011. A report recommending that Council delegate authority to the CEO to negotiate with suitably qualified organisations (amongst several recommendations) was endorsed by Council on 4 April 2011. Negotiations have progressed to a final short listing of energy services companies. It is expected that an energy services agreement with a preferred company will be finalised by the end of 2011.</p>	On Track
Develop a Demand Management Plan based on establishing energy efficiency (peak and total) targets for sectors of the local government area	2011	10	<p>Work to date includes a preliminary report commissioned by the City which identifies there is significant electricity demand savings potential within the local government area. It is intended to develop the Demand Management Plan in 2011/12 as part of the suite of Green Infrastructure Master Plans.</p>	Attention Required
Remedial Action				
The phasing of the project has been reassessed with work expected to commence later in 2011.				
Advocate for the installation of trigeneration at all urban renewal precincts, where feasible and in accordance with the decentralised energy master plan	2014	25	<p>The City has held high level meetings with developers of urban renewal areas to advocate and partner for the installation of trigeneration to supply power, heating and cooling to these precinct with the potential for interconnection into broader low carbon zones. Discussions have been held with proponents of Barangaroo, Green Square and Broadway which includes the former brewery site and University of Technology, Sydney.</p>	On Track

Total water cycle management strategy (TWCM)

Complete a City-wide Total Water Cycle Management Strategy to prioritise opportunities integrating potable water demand reduction with improved management of stormwater quantity and quality	2011	40	The progress is based on a revised start date of January 2011 with an estimated nine months to complete the Decentralised Water Master Plan. Water balance models which include all water entering, used, and leaving the local government area have been created for each of the 11 sub-catchments within the city. There were difficulties in obtaining the relevant data from Sydney Water. These water balance models are now being used as a basis for developing options for efficiency, stormwater quality improvement and recycled water.	On Track
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Parks water savings

Implement water reuse projects in Waterloo Oval, Alexandria Park, and Pirrama Park.	2012	40	Planning is in progress for Pirrama Park, Waterloo Oval and Alexandria Oval. A letter of approval was received from Sydney Water for stormwater connection at Alexandria Oval.	On Track
Implement a Central Irrigation Control System to provide data and on-line control of all systems to reduce water consumption	2013	80	An additional site, Gibba Park in Pymont has been connected to the Cloudmaster system. There are now 25 sites on the system.	On Track
Investigate feasibility and implement water reuse projects, where feasible in Blackwattle Bay, Jubilee Park, Wentworth Park, Victoria Park and Erskineville Oval and Observatory Park	2014	30	Feasibility study completed and Waterloo Oval, Alexandria Park, and Pymont Point Park selected as the most feasible to proceed.	On Track
Upgrade the City's water features, pool pumping and filtration plants to reduce and manage water consumption	2012	100	All water features continue to be maintained to specification. The Weeping Stone Water Feature at Cook and Phillip Park has been upgraded, with a new variable speed drive pump installed to help reduce energy use.	Complete

2.P.2 Reduce waste generation and stormwater pollutant loads to the catchment				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Integrated waste management				
Develop an Integrated Waste Management Strategy for the local government area to initiate the actions required to achieve the waste targets in Sustainable Sydney 2030	2011	90	The development of a local government area-wide waste management strategy has been delayed. However a final draft is near completion with Council briefing on the issues expected in early 2011/12. The scope of the "Draft Interim Waste Strategy" focuses not only on the waste collected by Council, but all major waste streams generated and managed within the local government area.	Watch
Undertake a review and develop an Advanced Waste Collection Master Plan for the local government area	2012	20	The specification for the advanced waste collection master plan has been drafted and is undergoing review by Council officers. It is expected that the tender will be advertised in Q1 of 2011/12.	Watch
Advanced Waste Treatment Facility				
Increase the medium term waste diversion of the City's waste to existing advanced waste treatment (AWT) facilities	2014	100	All of the City's domestic waste is now being sent to SITA AWT facilities for processing.	Complete
Implement the recommendations of the advanced waste treatment (AWT) facility business case (dependent on Council determination)	2017	10	Business case continues to be developed with an expert in 'gasification' type advance waste treatment technologies engaged to provide further specialist information.	Watch
Stormwater Infrastructure				
Deliver an ongoing program of catchment analysis, stormwater drainage design and drainage asset renewal and improvement works	2014	95	Drainage asset data collection is complete. The Alexandra Canal Catchment Flood Study is complete and reported to the Floodplain Risk Management Committee and Council. Tendering is underway for the Floodplain Risk Management Study. Blackwattle Bay Catchment Flood Study and Johnsons Creek Catchment Flood Study progressed to about 25% complete. The Green Square - West Kensington Floodplain Risk Management Study and plan are completed to draft stage. Public exhibition of these draft documents is complete and it is shortly to be reported to Council. Mid-Block Drainage and Road Designs about 85% complete. Completed drainage upgrades for: Elizabeth Street, Redfern, Esplanade, Elizabeth Bay, Carillion Avenue, Camperdown, McLeay Street, Potts point Broughton Street, Potts Point.	On Track
The future works program will depend on outcomes of the above flood studies. Investigations and designs of several future works were also completed.				

Programs and Services	Progress To Date	Status
Zero Waste Program		On Track
Provide advice and deliver programs to encourage waste reduction and recycling improvement for residents, particularly in multi-unit developments and public housing estates	Waste presentation program - letters sent to 859 households addressing issues such as bins left on the street, non-compliant waste presentation and illegal dumping. This program is supported by City Rangers who follow up with waste compliance in problem areas. Support provided to World Environment Day art competition organised through Pine Street Creative Arts Centre for local primary schools. Provision of two recycling and resource recovery presentations to community groups engaging approximately 50 residents. Facilitating increased resource recovery from illegal dumps by finding recycling solutions for mattresses and televisions recovered by City Cleansing. The City held its 11th (quarterly) e-waste collection on 5 June (World Environment Day) engaging 405 residents and collecting 13.7 tonnes of e-waste for recycling (99.7% of which was recycled).	
Promote Zero Waste at City events and implement Zero Waste partners program for businesses. Advocacy to State Government for Extended Producer Responsibility schemes	During the last quarter Zero Waste has been promoted at approximately 9 events. The Zero Waste partners for business program has provided 6 wall mounted ashtrays and 1 'The city is not an ashtray' campaign pack to businesses. From 2011/12, the "Zero Waste partners for business" Program is being replaced by the "Smart Business Live Green" Program's waste service, which is provided to small and medium sized business. This service includes a no-cost waste assessment, report, implementation support and access to online resources. The City will also continue to offer wall mounted and personal ashtrays to businesses. The City of Sydney has completed a submission in response to the consultation paper on regulations for the National Television and Computer Product Stewardship. The submission has been provided to the Federal Government's Department of Sustainability, Environment, Water, Population and Climate.	On Track
Provide a weekly domestic waste and recycling collection service which encourages recycling. Provide scheduled and on-call household waste pick-up; fortnightly whitegoods and greenwaste collections and a quarterly e-waste drop off collection service and annual Hazardous Household Waste drop-off service	Highlights in Q4 included the e-waste collection which had 405 drop offs, or 13.7 tonnes of electrical goods, delivered to the depot for recycling, an increase of 9% compared to the previous quarter. Garden Organics increased by 30%, compared to the same quarter last year.	On Track
Ensure the cleanliness of the city through street sweeping, rubbish collection	The Cleansing and Waste Unit operates 24 hours a day, seven days a week and cleans the streets of the local government area, using a range of specialised plant and equipment and manual street sweepers. In Q4 1,812.17 tonnes of street cleaning waste and 637.54 tonnes of street litter bin waste was collected.	On Track
Undertake targeted patrols to minimise illegal dumps, cigarette butts and bill posters	The City Rangers conducted regular plain clothed patrols and issued 457 penalty notices for discarding butts and litter on the public way. The bill poster minimisation campaign continued and in Q4 there were 14,207 incidences of commercial bill posters removed compared to 47,009 in the three month period prior to the campaign commencing in 2008, a reduction of 69%.	On Track

Zero Waste Program		On Track		
Deliver a Zero Waste Behavioural Change campaign to reduce the amount of waste that goes to landfill	The City supported the World Environment Day art competition organised through Pine Street Creative Arts Centre for local primary schools.			
	The City held its 11th e-waste collection on 5 June (World Environment Day) engaging 405 residents and collecting 13.7 tonnes of e-waste for recycling (99.7% of which was recycled).			
	Resource recovery from illegal dumping has been increased by sourcing recycling solutions for mattresses and televisions recovered by City Cleansing.			
	The City has worked with residents on waste presentation issues, through which over 800 households have been contacted addressing issues such as bins left on the street, waste presentation and illegal dumping.			
	Two recycling and resource recovery presentations were delivered to community groups engaging approximately 50 residents including over 55's and all from culturally diverse backgrounds.			
Sustainability Partnerships and Initiatives		On Track		
Continue to partner with organisations that can maximise the efforts of Council to achieve more sustainable outcomes within the local government area	The City established the Better Buildings Partnership in June 2011, with the 13 largest property portfolio owners who represent approximately 60% of the office space in the city centre. This partnership will provide a strong opportunity for engagement with property owners who are committed to accelerating change toward Sustainable Sydney 2030 targets, in particular 70% reduction in greenhouse gas emission based on 2006 levels.			
	The City continues to work closely with the State Government to further the development of the Environmental Upgrade Regulations and draft agreements.			
2.P.3 Improve the environmental performance of existing buildings				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Retrofit of City of Sydney portfolio				
Install metering and energy savings devices in all City of Sydney properties. Replace inefficient plant and equipment and incorporate new technologies to improve environmental performance	2012	50	The Building Energy and Water Efficiency Retrofit tender is currently being evaluated. This will be the means for delivering all future efficiency projects. The contract will soon be awarded for electrical, gas and chilled water sub metering and this will be connected to the Utilities Management System (STEVE).	On Track
Install metering and water efficient fixtures and fittings in all City of Sydney properties. Implement a range of water recycling and water harvesting initiatives	2012	45	As noted above, the Building Energy and Water Efficiency Retrofit tender is currently being evaluated. This will be the means for delivering all future water efficiency projects. The installation of water meters with remote communications is continuing in the parks and building. 19 remote water meters have been installed with the remaining 16 to be installed in Q1 2011/12.	On Track

On Track**On Track**

Programs and Services	Progress To Date	Status
Support for business sustainability initiatives		
Expand CitySwitch Green Office by working with commercial office tenants throughout the target areas to help them to reduce their energy consumption and improve their environmental performance	<p>In 2010/11, 17 new tenancies joined the program in NSW which equates to 80,975 sqm, of which 10 tenancies were in the City of Sydney (71,214 sqm). In the last quarter 8 tenancies joined across NSW. The Commonwealth Bank confirmed their ongoing participation in the program and indicated that they are prepared to expand their presence in the program in Sydney and nationally. Henry Davis York leading member of the Legal Sustainable Alliance Australia (Aus LSA) has also committed their head office, 44 Martin Place to the Sydney program.</p> <p>Café Series were held throughout the year to provide information and strong networking platforms for all signatories. This year, Café Series themes included Commercial Building Disclosure rules, Green IT, and a visit of the 1 Shelley Street building. The Café Series are important opportunities to provide information and insights to our signatories and also for all partners to network. The City obtained good referrals from each café event. This year, JLL won the NSW CitySwitch Awards and Stockland was awarded the National award for CitySwitch. The ceremony was a success and strengthened the program. As a result, many signatories commented positively, looking forward to the next year awards.</p>	Watch
Develop partnerships to establish and implement a program that will assist hotels and conference centres to reduce their environmental impacts	This program has not been included in the budget for 2011/12 and active engagement with this sector is on hold for the coming year due to other priorities.	Watch
Continue the Smart Business – Live Green program to assist small to medium business to improve their environmental sustainability outcomes	<p>Phase 1 of the Smart Business - Live Green program is now complete. The emphasis during Q4 has focused on Phase 2, following the Council resolution in April to continue the program for a further 2 years. Phase 2 has been enhanced through the development of a waste service including waste assessment, report and implementation support. Improved access to State Government energy programs for businesses has been negotiated with the Office of Environment and Heritage, which includes the pilot of a subsidised energy assessment service for 20 medium sized businesses in the City of Sydney.</p> <p>A comprehensive engagement strategy is being developed with the wider small and medium enterprise (SME) sector with the aim of leveraging the results of the program to stimulate sector-wide sustainable action. The initial strategy is focused on collaboration between the City of Sydney and Industry Associations, leveraging existing Economic Development and Night Economy industry forums and panel groups. The engagement strategy is being informed via consultation with City staff, State Government stakeholders and Industry specialists to increase uptake of sustainability actions.</p> <p>The Lord Mayor will host a Phase 2 Smart Business Live Green event on 1 August 2011 for existing and potential new businesses to the program. Phase 2 will then commence on 1 September 2011.</p>	On Track
Develop a sustainability program similar to a Better Building Partnership (BBP) framework to improve the environmental performance of base buildings	<p>14 organisations have joined the partnership as Foundation Members and Bruce Precious from GPT Group has been elected the chair of the Leadership Panel. The public launch of the Partnership was held on 30 June 2011. All partners were represented with a significant turn out of senior executives from each organisation. Substantial positive media coverage has been obtained through TV, radio and press.</p> <p>A workshop was held with the Leadership Panel and City strategy staff in June to identify initial projects for the BBP annual work plan. These are now being further detailed during the initial meetings of the Technical Working Groups during July. The work plan will then be finalised and endorsed at the next Leadership Panel meeting in August 2011.</p>	On Track

2.P.4 Demonstrate leadership in environmental performance through City of Sydney's operations and activities

Major Projects	Completion Date	% Complete	Progress To Date	Status
Urban ecology				
Undertake flora and fauna studies to inform the development of the Urban Ecology Strategy and identify actions for implementation	2011	85	Flora and fauna surveys have been completed and results have been incorporated into draft Urban Ecology Strategy.	Watch
Develop an Urban Ecology Strategy to prioritise, protect, conserve and enhance our native flora and fauna in the City of Sydney local government area and engage the community in these activities	2011	80	The draft Strategy is currently being reviewed by Council officers and will be presented to Council in the coming months.	Watch
Energy Efficient Public Domain Lighting				
Commence the installation of energy efficient lighting to all City owned public domain lighting	2014	75	The City received 12 submissions from its Request For Tender which closed on 3 May 2011. All submissions have been assessed and a report is being prepared to go to Council in Q1 2011/12.	On Track
Advocate for all Energy Australia owned public domain lighting in the City of Sydney to be replaced with energy efficient lights	2014	40	Ausgrid has recently committed to pursuing the adoption of energy efficient lighting across its network by trialling over 60 LED lights in 8 Local Government Areas.	On Track
Climate Change Action Plan				
Develop a Climate Change Action Plan to prioritise, plan and prepare the LGA for the environmental, social and economic impacts of climate change	2012	0	Climate change vulnerability assessments have been completed for the local government area. This information is being reviewed in conjunction with the Green Infrastructure Master Plans and current sustainability program delivery to determine the future works required to complete a comprehensive and best practice climate change action plan.	On Track
Electric Vehicle Strategy				
Develop an Electric Vehicle Strategy to inform the City's conversion of its fleet, where feasible, and accelerate the uptake of electric vehicles within the City of Sydney	2012	50	The City this year completed the first stage of research, gaining an understanding of projected electric vehicle demand, the benefits depending on power source and the likely requirements for on and off street charging. The draft planning controls now include provision for off-street charging in new developments. A strategy and action plan will now be developed using the evidence collected. The first electric car share vehicle and on-street charging point was installed and operated, and the electrical safety systems were successfully tested. Negotiations with property owners wanting to install on-street charging began. The City continues to trial electric and low emissions vehicles in its fleet.	On Track
City Farm				
Undertake a feasibility study to advise Council on the most suitable site and model to establish a City Farm	2011	60	Exhibition of feasibility study completed with generally good community feedback. Links to the proposed Ultimo Pedestrian Network are being reviewed. Report to Council planned for Q2 in 2011/12.	Watch

Programs and Services	Progress To Date	Status
Carbon Neutral Program		On Track
Continue to review and manage the Carbon Neutral Program to ensure that City of Sydney's emissions reduction practices remain at the leading edge and beyond compliance	The City has developed its greenhouse gas emissions inventory which is being independently verified. Accredited offsets (Verified Carbon Standard) have been procured by tender. The City has also prepared a draft application package to submit to Low Carbon Australia to receive Carbon Neutral accreditation under the National Carbon Offset Standard (NCOS). The City records and offsets all of its Scope-1 (direct), Scope-2 (indirect) and many of its Scope-3 (upstream) emissions in accordance with the NCOS. The City's greenhouse gas emissions are mostly from the use of grid electricity which should substantially reduce in future years with the installation of energy efficiency measures and gas-fired trigeneration that will reduce and supply the City's electricity needs.	
Fleet emission reduction		On Track
Manage the light and heavy vehicle fleets to reduce CO2 emissions and encourage low emission driving behaviour. By 2014 reduce emissions by 20% across the City's fleet	Sustainable biofuel supply contracts have now been awarded and on-site handling facilities delivered to Epsom Rd and Bay St depots. Supply will commence in Q1 2011/12. Eco-Driver training contracts have now been awarded and education on improved driving techniques and behaviours will also commence in Q1 2011/12. The recruitment of a driver educator for 2 years to implement Eco-Drive and work directly with drivers to reduce emissions will be finalised shortly. The retrofitting of 84 older diesel trucks with catalytic converters and particulate filters to bring them up to Euro 4 engine emission standards was completed in June. All new diesel vehicles are required to be compliant with the stringent Euro 5 engine emission standards. The City's zero emission electric vehicles continue to perform well and plans are in place for a further two electric vehicles and the expansion of solar charging systems in 2011/12.	
Empowering Community Greening		On Track
Support the activities of the Rozelle Bay Bushcare Nursery, Pyrmont LandCare and the Glebe Society Blue Wren group to regenerate and maintain native landscapes, including removal of noxious weeds and planting of native species	<p>The City continues to support these groups by supplying materials. Revegetation work is ongoing in Glebe, Ultimo and around light rail stations.</p> <p>The City is providing a supervisor for the Rozelle Bay Bushcare Nursery (each Wednesday).</p> <p>The City has engaged specialist bush regeneration resources to maintain Arthur Paddy Grey Reserve to support the work of the Glebe Society Blue Wren Group.</p>	
Continue to support and develop community gardens as facilities to promote environmental education and the sustainable production of food. Provide social and community development opportunities	The City supports 16 community gardens. Donations of gardening materials have been made to: Chippendale Fresh Food Co-op; Newtown Community Garden; Charlie's Garden (Charles Kernan Reserve) and Chippendale verge gardens and Alexandria Community School Community Garden. A new community garden in Redfern is being planned.	On Track

Greening Sydney Plan		
Improve and develop the number, health, longevity and form of street tree species to enhance the distinct character of the various city precincts. Where possible plant native species to encourage native wildlife	In Q4, 5,740 street trees were assessed by qualified arborists for the programmed maintenance work in Paddington, Surry Hills and Alexandria. From this audit, 2982 trees required maintenance works, such as pruning to improve the trees' structure, and allowing clearances for footpaths, roads and properties.	On Track
Bundle electricity cables to reduce tree lopping and protect trees and wildlife	In 2010/11, AusGrid converted 73 spans located throughout the local government area. 14 spans remain outstanding from 2009/10. The unit rate (price) submitted by AusGrid for future work is considered excessive and City staff are investigating alternate contractors.	Watch
Undertake a strategic review of the Street Tree Master Plan and the Significant Tree Register to assess tree species, performance and benefits provided	The Street Tree Master Plan review has progressed well and a draft Plan has been prepared ready for public exhibition. Each street has been assessed and recommendations made regarding tree species changes. The results from initial community consultation have also been assessed and incorporated into the draft Plan where required. The review of the Significant Tree Register is scheduled to commence in late 2011.	On Track
Manage the growing contract for the replacement of the 250 Hills Figs (Ficus macrocarpa var. hillii) for the Hyde Park Central Avenue 2011.	The trees are progressing well, averaging heights of 4 metres. Inspections continue to reveal excellent canopy health and root development. The trees have been potted in 400 litre containers, with the next stage of potting to occur in late 2011.	On Track
Improve the quality and quantity of the City's parks and green spaces by developing and implementing best practice services to maximise their accessibility and use by the community	The City is continuing to review and monitor services provided in park maintenance to ensure the City's parks and open spaces are well presented and meet customer expectations. Benchmarking with other urban parkland managers are continuing to ensure best practice maintenance services are delivered.	On Track
Protect and develop the urban forest by greening arterial corridors where possible	These works have been included in the Draft Greening Sydney Plan. Planting of main roads is in progress, with utility services and rail corridors scheduled for 2011/12 following discussion with Utility Authorities and CityRail.	On Track
Deliver themed Living Colour floral displays throughout the City during spring and summer	Following the successful 2010/11 spring and summer displays, work has progressed on the upcoming spring and summer displays, with the themes of 'Sydney Rides' in spring and 'Chinese New Year - Year of the Dragon' in summer.	On Track
	Plant selection continues to incorporate 20% minimum edible and native plants for use in each display. Schools and Community gardens will have first priority for all giveaways.	
	Works have also progressed on installing Hanging Baskets in George, Park and William Streets.	
Establish urban canopy targets to inform the long term development and management of the city's urban forest and to reduce the impact of heat island effect	The methodologies for measuring and establishing canopy targets is in progress and will be contained in the City's Urban Forestry Policy. Target for report to Council is late 2011. Minimum percentage canopy covers for future development sites have been included in the Draft City Plan.	Watch
Encourage new developments to maximise landscaping and build green roofs and walls	Provisions drafted for the Sydney Development Control Plan (DCP) 2011 and currently on exhibition. Selection process underway for consultant to prepare the Landscape Code.	Watch

Residential Environmental Action Strategy

Reduce the environmental footprint of the residential sector through working with target groups such as apartment dwellers, culturally and linguistically diverse and public housing communities through village based programs on sustainable living

On Track

The Green Village program directly engaged with 3,060 residents over the last quarter through face-to-face workshops, events, email and phone contact. Ten workshops with 210 participants were run, with over 90% of the participants stating it either met or exceeded their expectations. The program staff supported the Garage Sale Trail on 10 April (Glebe and Surry Hills) and World Environment Day on 5 June (The Tote). Staff engaged with 1,350 residents at these events, boosting the number of subscribers to Green Village e-news.

The Social Housing Sustainability Partnership: SAVE - Sustainable Action Values Everyone Program continued to deliver environmental sustainability projects to low income, Aboriginal and Torres Strait Islander and Cultural and Linguistically Diverse (CALD) communities across 4 Council areas. In total, 14 of the 40 projects are based in the City of Sydney and are at various stages in development. In the City of Sydney, the projects are well under way with external partnerships being developed between St George Community Housing, Bobby Goldsmith Foundation, AIDS Dementia & HIV Psychiatry Service (ADAHPS), Salvation Army, and Redfern Community Centre. The projects vary according to the interests and needs identified from the target group such as a seed propagation enterprise, educational and communal garden projects and a bicycle recycle project.

Develop a 'one-stop-shop' connecting resources and support available to help residents live green

On Track

The City's Green Village Program assists residents "Live Green" and continues to be delivered through multiple channels (face to face, web, e-mail etc.). The Green Village Program directly engaged with 3,060 residents over the quarter through face-to-face workshops (210), email and phone contact (1,500), events (World Environment Day event at The Tote - 350, Garage Sale Trail - 1000). Online Engagement - digital animations are being developed with Marketing on the following topics: Green your apartment, Chemical Free Home, Growing Food in Small Spaces.

Continue to partner with Murrumbidgee Council to deliver sustainability programs to the community through the Watershed Green Living Centre (Sustainability Resource Centre)

On Track

The Green Living Centre (formerly known as The Watershed) is in the final stages of brand development with design concepts going through approvals in City of Sydney and Murrumbidgee Councils.

In the last quarter The Green Living Centre ran 12 sustainability workshops and directly engaged with 155 participants. Other events ran during this quarter included Fair Trade Fortnight, Cloth Nappy Open Day and the Volunteer Recognition night.

Deliver an apartment building retrofit program to showcase sustainability for existing residential buildings

On Track

A 5 building pilot for the buildings assessments component of the program has been scoped and visits have been undertaken with members of the Executive Committee and building managers of 5 buildings to scope and cost out the technical assessments and requirements for engagement with these stakeholders. The City has been working with the NSW Office of Environment and Heritage who will be a partner for this pilot.

The first program Reference Group meeting is scheduled for August 2011, where representatives of key stakeholder organisations will be asked to provide feedback and insight into the program design and to help ensure appropriate mechanisms and outcomes are provided to the apartment building sector.

A short video highlighting opportunities for more efficient and sustainable apartment buildings is currently being developed as a communications and recruitment tool for the program.

<p>City of Sydney environmental management projects</p>	<p>Implement an environmental management system across Council operations that will deliver sustainable asset management and operations</p> <p>The City of Sydney Green Champions (staff engagement program) has developed an Environmental Commitment Statement that will form the basis of the environmental management system (EMS). Green Champions is strongly supported and provides the engagement piece of the EMS framework under development. A progress report on the recommendations of the Environmental Review has been prepared and will be presented to Executive. A number of key processes exist in City Operations and City Projects and these will be included in documentation. Operational control and emergency response processes are in place and may be expanded across the system. Monitoring and measurement continues to be integrated across the organisation and reporting against progress is provided through the Sustainability Progress Report delivered each quarter in 2010/11. In 2011/12 the EMS will be further formalised and staff awareness and training will continue.</p>	<p>On Track</p>
<p>Environmental sponsorship and grants</p> <p>Provide funding to community groups to implement programs that improve the environment, reduce environmental impacts, or result in improved awareness of environmental issues</p>	<p>Eight grants were completed in the last year: Chinese Business Community Eco Night; Powerhouse Community Garden feasibility; Art for a Changing World; Walk Against Warming 2010; Youth Food Day On Campus - What's My Food?; Living Green; Talks and Tours for Future Food; Lessons from Leaders. Four other grants are still in process and one grant organisation has withdrawn.</p> <p>First round grant applications for 2011 have been assessed and will be reviewed by Council in the coming quarter. A second round of Environmental Grants is now open for submissions.</p>	<p>On Track</p>
<p>Environmental Monitoring</p> <p>Monitor and manage the environmental health of the City's parks and open space with a particular focus on Sydney Park, Victoria Park and Federal Park wetlands to improve water quality and increase native wildlife</p>	<p>Tenders called for environmental monitoring services at these sites. Removal of aquatic weeds and the silt build up at Lake Northam (Victoria Park) has been carried out to increase the water depth and improve water quality.</p>	<p>On Track</p>

2.S.1 Key Performance Indicators

Greenhouse emissions -

Reduce greenhouse gas emissions by 70% from 2006 levels by 2030, with 25% of electricity used in the LGA to come from local renewable energy sources by 2020.

Key Performance Indicator	Unit	2008/09		2009/10		2010/11		2010/11 Result				YTD	Comment	Status
		Result	15,636	Result	15,269	Target	4,130	Q1	Q2	Q3	Q4			
Greenhouse gas emissions for Street lighting	Tonnes CO ₂					-			3,314	3,362	4,226	15,032	Note: Data in this report has been updated to take into account the outcomes of audits and receipt of actual usage from suppliers. This data is based on 10% estimated data and will be updated in the next quarter.	On Track
City of Sydney's light vehicle fleet greenhouse gas emissions (total)	Tonnes CO ₂	-		916		960	211	213	213	204	189	817	The replacement of two pool cars with electric vehicles, ongoing 'green driving' tips in the staff newsletter and less kilometres travelled have generated a reduction in the use of E10 and unleaded petrol, significantly reducing CO ₂ emissions. The 5 day holiday break for Easter and Anzac day was also a contributing factor to emission reduction in Q4.	On Track
City of Sydney heavy vehicle fleet greenhouse gas emissions (total)	Tonnes CO ₂	-		2,094		2,242	535	522	522	546	525	2,128	Heavy fleet emissions continue to reduce and are below target due to the introduction of a further eight hybrid diesel-electric trucks into the operational fleet.	On Track
All other City of Sydney greenhouse gas emissions (includes emissions from flights, taxis, contractors fuel, events and refrigerants)	Tonnes CO ₂	3,863		3,452		-	871	871	871	871	871	3,484	Note: Data in this report has been updated to take into account the outcomes of audits and receipt of actual usage from suppliers. Greenhouse gas emissions for "other" sources include emissions from fuel used by the City's major contractors, emissions from fuel used by backup generators and leakage of refrigerants, flights, taxis and the Sydney New Years Eve event. These emissions have not changed significantly since the 2005/06 baseline year. However, it should be noted that combined, these emissions only represent 7% of the City's total emissions. The majority of Council emissions (84%) comes from the City's use of grid electricity which has been reducing through energy efficiency programs and is set to reduce significantly further by 2012 through the installation of trigeneration, the City's \$12M renewable solar installation, energy and water retrofits, and LED street lighting upgrades.	On Track

Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	YTD	Comment	Status
Commercial floor space signed up to CitySwitch Green Office in NSW	m2	759,688	859,889	1,217,724	884,837	853,101	854,449	872,399	872,399	New marketing initiatives are being developed for rollout in the coming quarter to help bolster the significant signatory engagement that is already underway in Sydney.	Watch
Percentage of commercial office floor space (net lettable area) signed up to CitySwitch Green Office - (Target 20% by 2012 - includes City of Sydney, North Sydney, Parramatta and Willoughby local government areas only)	%	-	13.3	19	14	13	13.2	14	14	Refer to comment for the KPI 'Commercial floor space signed up to CitySwitch Green Office in NSW'.	Watch
Heavy fleet vehicle greenhouse gas emissions per kilometre travelled	g/Km	-	1,318.75	1,190	1,342	1,377	1,384	1,335	1,359.5	Heavy fleet emissions per kilometre are above target due to the inclusion of scope 3 'well to wheel' emission tonnages which are inclusive of emissions generated during the production and distribution of fuel used. Target figures included only scope 1 'tailpipe' emissions which are on average 10% lower.	Watch
Light fleet vehicle greenhouse gas emissions per kilometre travelled	g/Km	-	325.75	330	312	320	314	309	313.75	Light fleet emissions per kilometre are below target and continue to reduce with the introduction of two zero-emission solar-powered electric vehicles into the car pool. Ongoing 'drive green' tips and editorials in the staff newsletter also support eco-driving behaviours.	On Track
Overall greenhouse emissions for all City of Sydney assets (including total electricity, gas and onsite fuel usage converted to greenhouse gas emissions but NOT including GreenPower or offsets)	Tonnes CO2	51,665	49,956	-	12,689	11,707	11,740	12,096	48,232	Note: Data in this report has been updated to take into account the outcomes of audits and receipt of actual usage from suppliers. Q4 electricity consumption includes a portion of estimated usage based on historical data (10%). Gas consumption is estimated based on historical data (73%). Actual electricity and gas consumption will be updated quarterly in arrears.	On Track
Greenhouse gas emissions for City of Sydney Building Assets	Tonnes CO2	25,750	25,203	-	6,252	6,170	6,142	5,608	24,172	Note: Data in this report has been updated to take into account the outcomes of audits and receipt of actual usage from suppliers. Q4 electricity consumption includes a portion of estimated usage based on historical data (10%). Gas consumption is estimated based on historical data (73%). Actual electricity and gas consumption will be updated quarterly in arrears.	On Track

Water - Reduce overall water consumption and reliance on mains water used by council and across the LGA, with 25% of water used to be recycled by 2014.										
Key Performance Indicator	Unit	2008/09	2009/10	2010/11	2010/11	2010/11	2010/11	2010/11	2010/11	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD	
Total mains water consumption for the LGA (reported annually)	mL	32,601	31,032	29,341	-	-	-	-	-	On Track
Total City of Sydney mains water usage	kL	357,656	383,468	-	82,905	93,560	126,273	99,664	402,402	On Track
Usage of the most significant water consumption sites	kL	-	-	-	47,671	56,030	80,374	60,686	244,761	On Track
Total City of Sydney non-mains usage (annual)	kL	-	-	-	-	-	-	-	-	Attention Required
Number of sites with fully commissioned non-mains usage capability (annual)	No.	-	-	-	-	-	-	36	36	On Track
<p>The non-mains water usage is spread across a wide range of properties - community facilities, depots, and parks. The reporting of this item requires installation of sub-meters which is resource intensive given the relatively small scale of rainwater usage on individual sites. Also, the infrastructure management, water usage and reporting lines are fragmented makes it difficult to report.</p> <p>The Decentralised Water Master Plan (DWMP) which is due to be completed by early next year will identify the sites where the non-mains water usage could be introduced and will help set a target.</p> <p>Currently, there are 36 sites owned by Council where there is non-mains water usage happens.</p>										

Waste - Provide a high quality service to residents in the City which encourages reduction of waste and diverts at least 66% of waste from landfill by 2014.										
Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	YTD	Status
Waste to landfill	Kg/Capita	227	180.23	-	36.18	40.33	32.93	-	109.44	All domestic waste was sent directly to the SITA AWT facilities in Q4 and no waste was sent directly to landfill. On Track
Waste delivered to Advanced Waste Technology (AWT)	Kg/Capita	-	41.5	-	17.99	18.5	24.2	52.43	113.12	All of the City's domestic waste was processed at the SITA AWT facilities during Q4 (a total of 9,472 tonnes). On Track
Household cleanup material	Kg/Capita	14.5	14.2	-	3	3.3	3.77	3.58	13.65	On Track
Kerbside Recycling	Kg/Capita	86.9	85.96	-	21	23.34	22.62	21.4	88.36	An increase of 5% when compared to Q4 for 2009/2010. On Track
Garden Organics	Kg/Capita	2.6	3.08	-	0.82	1.2	1.15	0.94	4.11	A 30% increase when compared to Q4 2009/2010. On Track
Whitegoods	Kg/Capita	-	-	-	0.2	0.14	0.18	0.17	0.69	On Track
E-waste	Kg/Capita	0.2	0.19	-	0.08	0.07	0.07	0.08	0.3	405 drop offs were made at the June collection with a total of 13.7 tonnes collected On Track
Household hazardous waste	Kg/Capita	-	0.1	-	0.08	-	-	-	0.08	No collection this quarter. On Track
Resource recovery recycling rate	%	27	36	57	43	43	45	66	49.25	The increase in Resource Recovery is due to all domestic waste now being processed at SITA AWT facilities. On Track
City of Sydney parks and street tree operations garden waste reused	Tonnes	-	1,317	2,000	445	295	349	257	1,346	Primarily includes the re-use of wood chip from tree maintenance operations, with a total of 1,346 tonnes reused in 2010/11. On Track

Native biodiversity -
A green liveable city, that recognises the importance of trees and quality open space that supports diverse and abundant ecosystems.

Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11			2010/11 Target	2010/11 Result			YTD	Comment	Status
				Q1	Q2	Q3		Q1	Q2	Q3			
Number of native plants planted at community planting days	No.	3,500	9,120	5,000	150	1,500	8,000	5,000	150	1,500	7,865	These plants were planted by community groups in the City's parks and open spaces during the quarter.	On Track
Total number of street trees	No.	-	-	29,123	29,183	29,094	29,140	29,123	29,183	29,094	29,597	There are a total of 29,597 street trees in Q4.	On Track
Number of street trees planted	No.	777	759	138	139	-	800	138	139	-	462	In Q4, 185 street trees were planted. This brings the total for the 2010/11 planting season to 464 trees. Note proposed changes to the Street Tree Master Plan have delayed some planting sites where species changes are proposed.	Watch
Total number of trees and shrubs planted	No.	-	52,000	16,917	10,519	10,008	52,000	16,917	10,519	10,008	48,466	These plants have been planted in new and existing gardens in parks, streetscape and verges.	On Track
Public Domain Landscaping (nature strips, rain gardens, traffic treatments)	m2	5,800	8,000	2,797	2,129	1,921	5,000	2,797	2,129	1,921	8,334	The Public Domain Landscaping program has exceeded its target. Excellent feedback from the community continues to be received with appreciation shown for the rain gardens and the greening of local streets. 1,487 square metres of gardens have been completed in the last quarter 2010/2011. Total of 8,334 square metres completed in 2010/2011.	On Track

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.P.1 Support and plan for enhanced access by public transport from the Sydney Region to the City of Sydney

Programs and Services	Progress To Date	Status
Inner City Transport		
Assist the NSW State Government to develop integrated transport that encompasses a city light rail loop, improved modal interchange, improved transport ticketing, an improved taxi service and better bus service networks	The State's City Centre Access Plan, which was to map out an integrated light rail, interchange, ticketing, bus and taxi network for central Sydney has not been released as planned. While a draft exists, it has not been circulated for comment and no firm date for release has been announced. The City continues to provide advice and advocate for integration of all transport modes and services with land use.	Watch
Engage with state transport agencies to promote better integrated transport initiatives. Identify transport projects of benefit to the City	Engagement with the State has been strong on walking, road safety, light rail and bus issues with a wide array of joint initiatives. Cycling has been more challenging, though State agencies have continued to work with the City. The Premier of NSW announced on 9 July that light rail from Barangaroo to Randwick via the city centre, and to the University of Sydney would be built, with construction to commence prior to March 2015. More than a dozen detailed planning workshops between the State transport agencies and the City have been conducted. For light rail to occur major changes to bus networks, to integrate with light rail and heavy rail, will also be required. The City has also advocated that as part of the light rail planning process major changes to the location of taxi ranks should occur. The City's Liveable Green Network outlines a complementary array of bike and foot paths that integrate with public transport nodes and the State has considered these. Meetings with the Department of Transport, Roads and Traffic Authority, State Transit Authority, Cityrail and Premiers Council on Active Living occur regularly on a wide range of transport related matters.	On Track
Develop an Inner City Transport Strategy to link all elements of the City's transport and mobility planning, provide the policy, advocacy and actions for implementation	A draft Integrated Transport and Access Strategy is currently being reviewed internally prior to submission to Council later in 2011.	On Track
Green Square Transport Management and Accessibility Plan (TMAP)		
Work with NSW Ministry of Transport, Roads and Transport Authority and other stakeholders on cross agency implementation group to reduce car ownership and reliance in Green Square and improve accessibility by non-car travel modes	The City is working closely with State transport agencies on Green Square transport issues. The State recently started developing an updated Transport Management and Accessibility Plan for the area following City requests. Following intensive City lobbying, in March the State removed the Station Access Fee at Green Square and Mascot Stations, for the first time offering fare equity to rail users, resulting in a 70 per cent increase in patronage. The City is currently seeking preservation of the proposed Eastern Transit Corridor to ensure that future development can be adequately catered for by public transport. To date there has been no commitment to do so, leaving the Corridor at risk of being built upon.	Watch

3.P.2 Develop an integrated inner Sydney public transport network				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Bus stop / shelter accessibility				
Continue bus stop improvements to ensure 55% accessibility compliance, as required by the Standards for Accessible Public Transport	2014	43	Tactile installation has commenced in the city centre. Collection of information associated with compliance levels is also being captured.	On Track
Programs and Services				
Community transport				
Provide a community transport service for a diverse range of people from all backgrounds, ages and socio economic groups	Community transport provides transport for Over 55 Services through its healthy ageing activities, partnership programs and links Over 55's and community groups to a number of events throughout the year such as Seniors Week, Harmony Week and Christmas Events. Community Transport services Youth and Children's Services for sporting, education, activities and the school holiday programs. The City also provides eligible local community groups/organisations access to subsidised community bus hire through the Community Bus Scheme.			On Track
	Throughout Q4 981 people were transported to attend Health and Recreation Activities, totalling 3,108 for 2010/11 Throughout Q4 502 people were transported to attend Over 55s centres, totalling 4,329 for 2010/11. Throughout Q4 381 people attended full or half day bus outings, totalling 1,818 for 2010/11. Throughout Q4 388 young people were transported to attend Youth Services programs or activities, totalling 2,069 for 2010/11. Throughout Q4 388 children were transported to attend Children Services programs or activities, totalling 2,784 for 2010/11. Throughout Q4 222 buses were hired to community groups/organisations, totalling 824 for 2010/11.			

3.P.3 Reduce the impact of transport on public space in the City Centre and Activity Hubs				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Green Travel Plans				
Implement a green travel plan for council staff to improve use of sustainable forms of transport to and from work. Provide Travel Access Guides for all City of Sydney sites and events within the local government area	2012	50	The Green Travel Plan for staff will be developed in 2011/12 financial year after internal preparations were completed in Q4 2010/11. Specialists will be engaged in Q1 2011/12 to gather the required detailed data.	On Track
George Street Boulevard				
Work with the NSW State Government to facilitate the closure of George Street to private transport and the implementation of light rail	2014	50	On 9 July 2011 the Premier of NSW announced that light rail would be built connecting Barangaroo to Central, Randwick and the University of Sydney. Intensive workshops are underway with the State transport agencies to determine the construction and operation feasibility of light rail in George Street. Current assumptions include that George Street will be closed to private transport between Bathurst and Hunter Streets, other than east-west roads which will continue to operate.	On Track
Integrated Parking				
Develop an Integrated Parking Strategy to prioritise sustainability goals and inform the management of on-street and off-street parking across the local government area.	2014	55	A draft neighbourhood parking strategy is currently being reviewed internally prior to submission to Council for consideration later in 2011. A city centre parking strategy will be developed once clarity is available of the potential impacts of the proposed light rail to be introduced to the City connecting Barangaroo to Central, Randwick and the University of Sydney. That project, confirmed to proceed by the State on 9 July 2011, will require substantial changes to road use in the central Sydney area with subsequent parking impacts.	On Track
Programs and Services				
Motorcycle, Scooter and Car Share Parking				
Provide dedicated on-street motorcycle, scooter and car share parking in response to identified needs	A total of 113 new car share parking spaces were installed in 2010/11.			
Parking Compliance				
Utilise enforcement activities to ensure turnover and improve safety and accessibility of parking	Proactive and reactive ranger patrols continued in Q4. Focus remained on pedestrian safety enforcement, as well as ensuring a regular turnover of parking spaces. The increased use of public transport, the increase in the compliance rates by motorists and the increase in the use of Mobility Parking Scheme authority cards continued to lead to a lower number of parking penalty notices issued than expected.			
On Track				

3.P.4 Manage regional roads to support increased public transport use and reduced car traffic in City streets

Major Projects	Completion Date	% Complete	Progress To Date	Status
Traffic Calming Infrastructure Improvements				
Implement traffic calming infrastructure improvements in Redfern, Chippendale, Glebe, Forest Lodge, City East, Surry Hills, Centennial Park, Paddington, Newtown and Erskineville	2014	60	<p>The total number of projects across all schemes to June 2014 has increased to 337. This is due to new project areas included in the program.</p> <p>In Q4 2010/11, 20 projects were completed.</p> <p>In 2010/11 the total number of projects completed was 47.</p> <p>The overall program total is 77.</p> <p>Outstanding Project Status:</p> <ul style="list-style-type: none"> 0 projects are in the construction process 15 projects are for construction 74 projects have completed designs 30 projects included in cycleways 23 projects have been cancelled 118 projects are yet to be started. 	On Track
Pedestrian, Cycling and Traffic Calming (PCTC) Plans				
Develop new pedestrian, cycling and traffic calming plans for the local government area	2014	10	Pedestrian Cycling and Traffic Calming Plans have now been integrated into the Liveable Green Network program which was endorsed by Council in June 2011 with a strategy for implementation. Criteria to address existing identified project priorities have been created, focussing on safety, disability access, connectivity and public domain upgrade in that order.	On Track
Programs and Services				
Roads maintenance				
Undertake proactive and reactive maintenance on the City's roads to improve the lifespan of pavement.			<p>Reactive maintenance on the City's roads to improve the lifespan of the road pavements, as well as maintaining the levels of service are being effectively addressed through the established asset inspection and defect referral process and subsequent defects repair and patching.</p> <p>Proactive maintenance on the City's road infrastructure assets, to maintain the levels of service and improve the lifespan of the road pavement are being addressed by established programs such as the crack sealing, kerb and gutter maintenance and the annual road improvement programs. Full proactive maintenance will commence once the collection of inventory and condition data of road assets are completed and transferred into the Corporate Asset Management System (CAMS).</p>	On Track

3.S.1 Key Performance Indicators

Transport Management -

Provide infrastructure and services to encourage use of sustainable transport alternatives and improve accessible transport connections within the city

Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	YTD	Comment	Status
Percentage compliance with Australian Standards for Accessible Public Transport (legislated target of 55% compliance by 2012)	%	-	-	55	-	5	5	5	5	Compliance currently being measured.	On Track

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

Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	YTD	Comment	Status
Total number of car share spaces in the city (program to date)	No.	75	176	200	208	239	267	284	284	18 new car share parking spaces were installed in Q4. A total of 113 new car share spaces were installed in 2010/11.	On Track
Number of motorcycle/scooter parking spaces (program to date)	No.	935	950	950	962	967	983	1,107	1,107	A total 157 motorbike parking spaces were installed in 2010/11.	On Track

Roads maintenance -

Optimise the lifespan of City road and footpath assets, and improve street safety and accessibility

Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	YTD	Comment	Status
Area of roads maintained	m2	147,315	106,962	100,000.0 ₁	1,770	21,919	29,324	53,969	106,982	The program has been achieved for the year.	On Track
Percentage of roads program completed	%	113.5	107	100.01	1.8	21.9	29.3	54	107		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.P.1 Develop a network of safe, linked pedestrian and cycle paths integrated with green spaces throughout both the City and Inner Sydney				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Liveable green pedestrian and cycling network				
Identify priorities and develop a plan to implement the recommendations of the Liveable Green Network Master Plan and integrate with village centre and transport planning	2012	95	The Liveable Green Network was adopted by Council with an implementation strategy. A detailed plan of works will be developed in the coming year.	On Track
Integrated Cycle Network				
Progressively identify and implement priority projects to develop the separated cycling network	2017	18	Separated cycleway projects on Union Street, Kent Street, College Street and Bourke Street were completed in 2010/11. A network of 10 regional bike routes across the City's Local Government Area have been prioritised. Planning and concept design work has commenced. Community consultation on separated cycleways in Kent Street (Druitt to Liverpool) has been completed. Community consultation on separated cycleway in Wentworth Street and George Street Redfern to commence early in 2011/12.	On Track
Kent Street, Sydney	2011	80	Stage 1: The cycleway between the Harbour Bridge and Druitt Street is complete and operational. Electrical works in Gas Lane to energise poles at the intersection of Kent Street and Clarence Street was completed. Sections of cycleway have been re-asphalted to remove ponding. The use of video camera as a means to detect cyclists at signalised intersection is being trialled with RTA at King/Kent Streets intersection and at Kent/Erskine Streets intersection. Stage 2: Detailed design for cycleway between Druitt and Liverpool Streets is in progress. A scoping report will be submitted to Council in coming months.	On Track
Bourke Street Woolloomooloo to Green Square	2012	90	Cycleway opened and operating since March 2011. Footpath lighting between Foveaux and Cleveland is operational. Open space works at Foveaux, Telopea and Crescent reached completion in April 2011. Community bike ride and cycleway opening festival held on 15 May 2011. Additional works to return the 389 Bus Route to Bourke Street have commenced. Shared path on Bourke Street (between Phillip Street and Greens Square) is now being reported under Shared Paths.	On Track
College Street, Sydney	2010	100	Project completed early 2011 and cycleway in operation.	Complete
Missenden Road, Camperdown	2012	40	Council has adopted priority cycle work for the period until 2015 to prioritise key cycle routes that cross the city and connect destinations.	Watch
Riley & Stanley Streets, East Sydney (0.1km)	2010	95	Construction work for contra-flow cycleway at Riley/Burton Street corner were completed. Community consultation for Riley Street closure at Liverpool Lane was completed. A report for the endorsement of the design will be submitted to the Traffic Committee early in 2011/12.	On Track

Integrated Cycle Network					On Track
Johnston Canal (1km)	2012	25	Construction tender advertisement closed on 12 July 2011. Deed of Agreement with Leichhardt Council for proposed cycleway in their LGA to be finalised.		
Progressively identify and implement priority projects to develop the shared environments and roadside cycling network	2017	45	Edmund Resch Reserve and Gardeners Road: Statutory signage installation and line marking completed. Bourke Street (Phillip St to Greens Square): Design of shared path line marking and signage is being finalised. Elizabeth and Chalmers Streets: Design of shared path line marking and signage is ongoing. Lighting upgrade is scheduled for completion shortly. Sydney Park Road: Design documentation has commenced.		On Track
Integrated Pedestrian Network					
Progressively implement priority projects to improve pedestrian connectivity across the local government area, including the widening of footpaths, implementation of partial road closures, and link Green Spaces to the City Centre	2018	0	This project is not yet due to commence.		
Streetscapes and landscaping					On Track
Crown, Cleveland and Baptist Streets intersection	2013	10	Site analysis and inventory were completed. Concept design has commenced.		
Foley Street	2012	25	Design complete. Construction is scheduled to commence in Q4 of 2011/12.		On Track
Earl Place	2011	100	Project completed in December 2010.		Complete
Programs and Services					Status
Footpaths maintenance					On Track
Undertake proactive and reactive maintenance of the City's footpaths to improve the lifespan, quality and accessibility of pavement	Reactive maintenance of the City's footpaths to improve the lifespan, quality and service level of footpaths is being effectively addressed through the established asset inspection and defect referral process and subsequent repair through granite surfacing, paver maintenance, replacement of concrete slabs, footpath grinding and bitumen patching. Proactive maintenance of the City's footpaths to maintain the levels of service and improve the lifespan, quality of footpaths is being effectively addressed by established programs such as the annual footpath improvement program. Full proactive maintenance will commence once the collection of inventory and condition data of footpaths are completed and transferred into the Corporate Asset Management System (CAMS).				

4.P.2 Give greater priority to cycle and pedestrian movements and amenity in the City Centre					Status
Major Projects	Completion Date	% Complete	Progress To Date		
Pedestrian improvements					
Upgrade the Wentworth Avenue and Goulburn Street pedestrian traffic signals	2012	10	Concept design completed. This work will be implemented as part of the Wentworth Avenue cycleway project. Community consultation to commence early in 2011/12.	On Track	
40 Km per Hour Speed Limit Implementation					
Advocate for a 40 km per hour speed limit across the entire local government areas (subject to State Government approval)	2013	35	Designing for a 40km/h speed limit in the city centre was the focus of the year for both the City of Sydney and the RTA. This project covers the entire city centre including parts of Surry Hills that are not covered by the existing 40km/h speed limit in the area and is expected to be completed by the end of 2011. A plan for investigating and prioritising the remaining activity hubs for 40km/h will be completed in 2011/12 while the city centre is implemented.	On Track	
Public Bicycle Hire Scheme					
Implement the delivery of a Public Bicycle Hire Scheme to facilitate an uptake of cycling as an alternative mode of transport.	2017	0	This project is not yet due to commence.		
Programs and Services					Status
Pedestrian and cyclist safety and education					On Track
Encourage safe cycling through participation in events such as the Spring Cycle, and National Ride and Walk to Work Days. Promote cycling participation in other major events through provision of safe bicycle parking, and dissemination of safe cycling information to participants	Plans are in place to host the City's inaugural cycling festival - Sydney Rides. This festival will include many cycling events including Ride to Work Day and Spring Cycle. During this quarter, project planning began and sponsorship arrangements were adopted by Council.				
Undertake road safety campaigns to raise awareness of pedestrians and cyclists, and rules and etiquette for sharing the road and paths.	A Co-existence Campaign was developed to raise awareness of the road rules and expected etiquette for cyclists and pedestrians, including an onsite engagement campaign on shared paths across the City. The onsite presence encourages bell use on shared paths and for all road users to share their stories.				
Advocate to the Roads and Traffic Authority (RTA) for re-timed traffic signals and an increase in the time given to pedestrians to cross the road at traffic signals to improve pedestrian safety and amenity	The RTA and the City have worked cooperatively over the past eight months to trial a range of improvements to traffic signals to reduce waiting times for pedestrians and have been systematically assessing their effectiveness. There are currently multiple trials operating simultaneously to determine which types of operating pattern work best for particular signal types, and at different times of day as demand changes.				
Develop and implement a Behavioural Change Strategy to promote the uptake of cycling in the local government area and reduce road and path user conflict	The City's Streetshare Strategy continues to be implemented to promote the uptake of cycling. Key projects developed during this quarter include Matching Grants for community cycling programs, the Coexistence Campaign aimed at improving the relationships between bike riders, drivers and walkers, and the Workplace Challenge campaign.				
Promote and conduct cycling confidence and bike maintenance courses for children, adults and inexperienced riders	Cycling Confidence and bike maintenance courses continue to be made available to the community. During this quarter there were 76 participants enrolled in the cycling confidence course and 151 in the maintenance course.				

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Cycling facilities				
Provide bike parking, showers and other facilities for cyclists at City of Sydney buildings	2012	35	The project has been partnered with the upgrade of Levels 2 and 3 of Town Hall House and tenders for the design are in progress. The project program has been updated and completion is still within the target date.	On Track

4.S.1 Key Performance Indicators

Cycleways -

A network of 70km 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	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
Length of separated cycleways provided (current year's quarterly result)	Km	0.17	6	21	1.94	-	1.94	2.83	-	4.77	Note that quarterly results have been corrected in this report. The original 2010/11 target was not correct and this KPI has been revised for 2011/12. Separated cycleways in College Street (Whitlam Square to Macquarie Street), Union Street (Union Square to Pyrmont Bridge), Kent Street (Harbour Bridge to Drutt Street) and Bourke Street (William Street to Phillip Street) were completed in 2010/11.	On Track
Length of shared paths provided/upgraded (current year's quarterly result)	Km	-	-	16	0.89	0.08	-	0.05	2.6	3.62	Note that quarterly results have been corrected in this report. The original 2010/11 target was not correct and this KPI has been revised for 2011/12. Shared paths in the underpass between Kent Street north & Clarence Street, Edmund Resch Reserve, Prince Alfred Park and Gardeners Road were completed in 2010/11.	On Track
Length of on-road cycle ways provided (current year's quarterly result)	Km	-	-	6	-	-	-	0.52	-	0.52	Identification and planning for mixed traffic cycleways to improve cycleway connections between the northern end of the Bourke Street cycleway and the city centre, and the southern end of the Bourke Street cycleway and the existing Moore Park cycle paths has commenced. Mixed traffic cycleways on low traffic streets that form part of the 10 regional routes are proposed for implementation in 2011/12.	Watch
Growth in cycling activity at key intersections around the City of Sydney (measured 6 monthly)	%	-	-	-	32	-	-	-	54	54	Cycle counts conducted in March 2011 and compared to our baseline count in March 2010 shows that the average increase in cycling activity is 54%. Intersections with notable increases in activity were Anzac Parade, Macquarie Street, Bourke Road, College Street and the Wynyard precinct. Cycle counts will be carried out every 6 months on 100 intersections around the city.	On Track

Footpaths - Optimise the lifespan of City footpath assets, and improve street safety and accessibility											
Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	Q1	Q2	2010/11 Result Q3	Q4	YTD	Comment	Status
Area of footpath maintained	m2	37,113	43,659	35,000.01	520	9,621	9,943	17,846	37,930	The program has been achieved for the year.	On Track
Percentage of footpaths program completed	%	123.7	109	100.01	1.5	27.5	28.4	51	108.4	The program was achieved for the year.	On Track
Number of footpath accessibility ramps installed	No.	-	195	100	62	76	80	41	259	Quarterly figures have been checked and updated for this report. The program was achieved for the year.	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.P.1 Strengthen the City's public domain identity and create more places for meeting, rest and leisure

Major Projects	Completion Date	% Complete	Progress To Date	Status
City Centre Public Domain Plan				
Identify priorities and develop a program to implement the recommendations of the City Centre Public Domain Plan to improve the street typology, location of public spaces and extent of public domain improvements and opportunities	2015	40	<p>The draft City Centre Public Domain Plan is underway through a series of public domain precinct plan projects and site specific urban design studies.</p> <p>The Chinatown Public Domain Plan, a key precinct of the City Centre, was adopted by Council in August 2010. Construction of Early Works Factory Street, Little Hay and Kimber Lane is expected to commence mid 2011.</p> <p>The draft Harbour Village North Public Domain Plan was approved by Council in June 2011 to go on public exhibition and further community consultation. This plan will include concept design options for key streets that will connect into the Barangaroo development.</p> <p>A draft urban design study for George Street that assesses and tests options to accommodate future light rail has been completed.</p> <p>A Design Study for Barrack Street and Regimental Square has been completed by Gehl Architects which will progress to concept design development in 2011.</p> <p>Numerous footpath widening opportunities are currently being scoped and assessed including the widening of the Market Street footpath between Pitt and Castlereagh Streets which is nearing construction completion.</p> <p>Improvements to Angel Place as part of laneway improvement program will commence in August 2011. Implementation of the reduction in city centre traffic speeds to 40km/hr is currently being co-ordinated with the RTA.</p>	On Track
Undertake feasibility studies and public design development for city centre public spaces, including Queens Square, Regimental Square, Barrack Street and Bond Street	2014	70	<p>Work progressing on a city centre public domain plan that includes concepts designs for specific public spaces (Barrack Street and Regimental Square, Richard Johnson Square, Gresham Street). Work is progressing on the George Street Urban Design Study to support light rail.</p>	On Track
Circular Quay				
Develop a long term masterplan for Circular Quay Square, including First Fleet Park Options study	2013	35	Sydney Harbour Foreshore Authority (SHFA) is preparing a masterplan. The City of Sydney is providing input when requested by SHFA. The State Government has approved the design of First Fleet Park.	On Track

Town Hall and Sydney Squares					On Track
Prepare a master plan for the development of Town Hall Square, including project feasibility studies, as appropriate. Undertake further property acquisitions for the development of Town Hall Square as approved by Council	2015	25	A concept plan for Town Hall Square has been developed. This project has been forecast to occur beyond Council's 10 year long term financial plan.		
Undertake project feasibility development and master planning for Sydney Square.	2011	20	Work has commenced on a concept plan for Sydney Square. Initiation brief to be prepared for internal review. Initial discussions have been held with St Andrews Cathedral and St Andrews School.		On Track
Central Railway Square					On Track
Develop a long term masterplan for the South Square at Central Railway	2012	5	Planning for light rail is continuing. Outcomes of the light rail studies will inform the masterplan for South Square.		
George Street Boulevard					On Track
Upgrade George Street as a connecting spine for three City Squares	2014	30	Draft urban design report prepared in collaboration with Gehl Architects has been completed. Urban design assessment of existing public spaces adjoining George Street such as Barrack Street and Regimental Square is underway. The State Government has not yet released technical reports on city centre light rail feasibility and options, and is to confirm its intention and timing on implementing light rail along George Street. The City is developing a comprehensive community and stakeholder engagement strategy to ensure that the major land-holders, business operators and other city users fully comprehend the likely benefits and impacts.		
Pitt Street Mall					On Track
Upgrade of the existing public domain	2011	99	Major works have been completed. Currently finalising rectification works on minor defects. Catenary lighting was displayed/trialled in May 2011.		

Programs and Services	Progress To Date	Status
Circular Quay	<p>Customs House facilitated a number of event hires that contribute to enlivening the outdoor forecourt while generating business and visitation.</p> <p>Key events over the year were: the Vivid Sydney lightshow; Ice Bear Project exhibition; Sydney Architecture Festival 2010; Commonwealth Games 2010 live site; Australian Masters 2010 live site; Put Your Best Paw Forward; NIDA Performance - The Hour We Knew Nothing Of Each Other; Bridge Building Challenge. 2010; YouTube Symphony performances; Chinese New Year 2011; and climate change and sustainability exhibitions (Galapagos photography exhibition by Fernando Espinosa Chauvin, Hubei photography exhibition by Hubei Tourism, and Open Agenda exhibition by University of Technology, Sydney).</p>	On Track
Laneways Revitalisation	<p>The original laneways revitalisation strategy has been reviewed and recommendations to expand the revitalisation process to include the 'Fine Grain' of the City have been identified. Recommendations to improve street activation have been included in the City Plan and Draft Sydney Street Design Codes. Precinct Management has been completed as part of the Late Night Economy Policy research. The small business grants criteria has been amended to include unique fine grain businesses.</p> <p>The Executive have endorsed the creation of small (fine grain) tenancy spaces at the City-managed Angel Place Recital Hall and discussions are underway with the City Property Division for implementation.</p> <p>Discussions are underway with the RTA to establish agreed criteria and approval requirements for shared zone approvals. Re-prioritisation of the lanes off George Street are on hold pending light rail approvals. Construction of the Angel Place Capital Works has commenced and is scheduled to be completed by the end of 2011. Expressions of Interest for the 2011 Temporary Art program have closed, 70 submissions were received, 15 short listed and 7 have been selected for installation with the Art and About program. Concept designs have been completed for the Eagar Street / Douglas Lane precinct as part of the Laneways Minor Works program to improve pedestrian amenity and access. A review of buildings adjacent to laneways to assess their potential for the creation of small tenancy spaces is ongoing and underway. Graphic design concepts have been completed for the historical interrelation of the timber blocking in Market Row and is under review with the City's History Unit.</p>	On Track

5.P.2 Provide an activity focus for the City Centre worker and visitor communities		
Programs and Services	Progress To Date	Status
City Life		On Track
Support festivals, celebrations and other community activities such as Festival First Night and Festival of Sydney to provide activities to increase the cultural and street life of the City community	<p>The primary support for festivals, celebrations and community activities is provided through the City Grants and Sponsorship Program. The annual grants program opened in February 2011 (Q3), and applications were due in April 2011 (Q4). Recommendations will be reported to Council in Q1 of 2011/12.</p> <p>Festivals and celebrations in Q4 included: Sydney Writers' Festival, Underbelly Festival and Sydney Film Festival.</p> <p>Previous festivals, celebrations and community activities supported in 2010/11 included: Sydney Festival (and Festival First Night), Mardi Gras, Yabun, Art Month Sydney, Imperial Panda Festival, and the Ultimo Pyrmont Uptown Festival, Sydney Fringe, Australia Day, Glebe Street Fair, Surry Hills Festival, Sydney Open, Milk Crate Theatre workshops for women transitioning out of homelessness, Asylum Seekers Centre of NSW Community Engagement and Awareness project and the Indonesian Welfare Association providing culturally and linguistically appropriate services to their community.</p>	
Support and promote the diversification of the night time economy through cultural activities in the City centre	<p>Work towards the diversification of the late night economy is progressing through a number of strategies and areas across various units in the organisation, with work on a long term vision for Sydney at night. The City has been developing strategies to improve transport, waste management and cleansing services in late night precincts.</p> <p>The City has completed a comprehensive public engagement process to underpin the development of a long term vision for Sydney at night. Sydneysiders have reported they want greater access to evening cultural activities in cultural institutions and via pop up events in public and under-utilised spaces. To this end, the City has recently completed a fully booked season of late night library programming of performance, readings and entertainment in the Surry Hills Library until 11pm. These have been enormously popular.</p> <p>A number of cultural institutions and organisations currently offer activities after their traditional opening hours: Art Gallery of NSW, Museum of Contemporary Art and the Australian Museum. The Historic Houses Trust have met with City staff to discuss possibilities for opening their venues after hours in the coming months. Staff are completing a cultural mapping exercise to look at the scope for further late night openings.</p>	On Track

5.P.3 Manage and strengthen precincts in the City Centre				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Laneways public domain improvements				
Deliver improvements to the streetscapes and public areas of city lanes, including York, Albion and Wilmot Lanes, Bulletin, Angel and Hosking Place, Ash Street, Central and Barrack Streets, and Lees Court	2014	35	Albion Place: Council has approved the recommendation to reject and negotiate construction tenders with suitable contractors. Request for Tender documentation has been reviewed to incorporate responses to addenda from previous tender call.	On Track
			Angel Place: Construction works commenced in June 2011. Pothole investigation for services in Angel Place and granite paving on Pitt Street footpath have been completed.	
			Bulletin Place: Concept design was completed and presented to Design Advisory Panel. A project brief will be prepared for Council consideration later in 2011.	
Chinatown				
Undertake pedestrian improvements in three small streets: Little Hay Street, Factory Street and Kimber Lane	2011	50	Early Works: Construction work has commenced in June 2011. The site includes: Little Hay Street between Harbour Street and Sussex Street, Kimber Lane between Factory Street and Hay Street, and Factory Street between Harbour Street and Dixon Street.	On Track
			Chinatown Information Kiosk: Council has approved additional funds and engagement of a contractor based on tender results. Construction has commenced.	
Progressively design and implement the Public Domain Improvement Plan	2017	10	Early Start Projects - Little Hay Street, Kimber Lane and Factory Street to commence in July 2011. Conversion of Dixon Street Pagoda to an information kiosk also to commence in August 2011. A 10 year works program has been developed with Thomas Street, Hay Street stage one public art and Dixon Street selected as the next priority projects to undergo design development and implementation.	On Track
5.P.6 Support the development of diverse, new bars and restaurants in the City Centre				
Programs and Services		Progress To Date		Status
Laneway Business Program				
Generate and service business leads for prospective laneway businesses, and support new small business start-ups through use of Laneways Business Grants, and other incentive programs.		Four applications were received and approved by Council in the Finegrain Business Development Matching Grant Program. One application has been received and will go to Council in Q1 2011/12. Strong interest from national and international media has continued.		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	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Result Q3	Q4	YTD	Status
Amount of street level dining in the city centre including laneways	m2	2,334	2,539	2,511	2,412.23	2,683	2,543.8	2,474.6	2,474.6	On Track
Laneways reactivation - Reactivate Sydney's laneways as a vital part of public life in the City										
Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Result Q3	Q4	YTD	Status
Number of small businesses opening in laneways	No.	7	7	-	6	1	1	2	10	On Track
Restricted availability of laneways property is always challenging. Two new spaces were activated for the first time in this quarter. Shirt Bar which is a combined cafe / bar and shirt retailer in a fine grain, laneway space is the first of its kind in Sydney.										

6 Vibrant local communities and economies

Building the sense of community and local economy by attracting and clustering innovative enterprises in the City's Villages.

6.P.1 Maintain and enhance the role and character of the Villages				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Local Action Plans				
Implement the remaining community requests identified in Local Action Plans	2011	85	<p>The Matching Grants program will reopen in July 2011 and will now be open year round for submissions instead of 4 rounds per year. Communication and design concepts to promote the year round program are being planned.</p> <p>In the most recent round of Matching Grants 2011/12, 14 projects were funded including community verge gardens, public art projects and cycle related projects. Of the 14 projects, 6 are community based cycling initiatives including a cycle to school project at Bourke Street Public School, a community bike tool shed in Erskineville, and a collaborative book showcasing a year in cycling throughout the City of Sydney.</p> <p>The Redfern Fire Station Mural launch was held on 2 June 2011 to showcase the mural that was funded through Matching Grant. The launch was held during the Reconciliation Week. The "Lights up Caroline Street" Matching Grant in Redfern has been an outstanding success with very positive community and media feedback.</p>	On Track
Social Sustainability Framework				
Develop a Social Sustainability Framework to guide the delivery of programs and services across the local government area	2012	40	The development of the Social Sustainability Strategy is well underway. The five major research projects have all been commissioned or commenced. Two projects have draft reports. Internal and targeted external engagement is in progress. A more detailed strategy will be developed following the release of key data, including the census data in 2012.	On Track
Programs and Services				
Village Centre Planning				
Develop a framework for holistic (social, economic, cultural, environmental) analysis and planning at a local level across the city. Implement the local delivery of programs and projects for each Village Centre	Village Centre plans are being written, and a consultation and engagement strategy is close to being finalised.			On Track

6.P.2 Create a network of Village Centres as places for meeting, shopping, creating, learning and working for local communities

Major Projects	Completion Date	% Complete	Progress To Date	Status
Integrated community facilities plan				
Prepare an integrated community facilities plan for each Village, including provision of community facilities and regeneration plans for new urban renewal areas	2011	75	The plan is close to finalisation, and a consultation strategy is being developed.	On Track
Sydney Town Hall				
Clock tower upgrade and external façade works	2015	30	Lighting: External lighting was trialled on 6 June 2011. Tender to open in Q1 2011/12. Clock Tower: An engineer was commissioned to carry out seismic design. Pre-tender estimate and design documentation have commenced. Sydney Town Hall External Works Stages 2: Design Tender documentation to commence in Q1 2011/12.	On Track
Conservation Management Plan	2011	50	Grand Organ: Cleaning program is on progress. Stained Glass Restoration (Part 1: Vestibule Dome): Survey of dome postponed until early 2012 because of difficulty of safe access. Project scope to be determined after the dome has been surveyed.	On Track
Burton Street Tabernacle				
Adaptive reuse and refurbishment of the Tabernacle	2013	50	Tender closed on 2 August 2011. Tenderers' site inspection was held on 30 June 2011 with inspection of adjacent properties as well as the Tabernacle. Section 96 documentation was finalised and meetings for substation design have commenced.	On Track

Community facilities				
Erskineville Town Hall external works	2012	60	Development Application documentation was completed. Options for sustainable mechanical air-conditioning system has been reviewed. Peer review of structural design will be undertaken.	On Track
Green Square Community, Cultural and Library (subject to the pace of development in Green Square)	2020	15	Pre-planning for this project is now underway with budget commencing in 2011/12.	On Track
Glebe Town Hall upgrade	2012	70	Significant works were completed on southern lobby/entry area, internal wall, ceilings and timber joinery. Roof works and pierced parapets were completed. External painting is 50% complete. New capital works signage with updated project information has been produced and will be installed on site.	On Track
Paddington Town Hall	2012	40	Lift Upgrade: Lift has been ordered and the construction work is due to commence in Q1 of 2011/12.	Watch
			Long Term Works: Programmed work to recommence with a new contractor - scheduled to commence in Q2 of 2011/12.	
Kings Cross Library and Neighbourhood Service Centre Upgrade	2014	0	A request for consultancy services for the Level 1 and 2 refurbishments is currently out to tender.	On Track
Juanita Nielsen Leisure Centre	2012	25	Architects have finalised alternate design proposals and a structural engineer is preparing a feasibility report on site excavation. A review of these reports is required prior to incorporation into the project business case. A cost estimate of design options was prepared.	On Track
Village Shopping Strip upgrades				
Oxford Street retail property upgrades	2015	25	This project is being reviewed by the City Executive in response to the Lord Mayor's Minute seeking options for cultural uses of Oxford Street properties. Options for future use will be presented to Council shortly.	Watch
William Street, Kings Cross properties upgrades	2013	35	Executive is considering options for these sites.	Watch
Harris Street, Ultimo upgrade pedestrian amenity and public domain	2014	0	Stage 1 complete - future stages will be undertaken after UTS Masterplan works have been completed.	On Track
Accessibility upgrades				
Accessibility upgrades to City of Sydney community buildings	2013	40	Accessibility works to Community buildings are progressing well. Glebe Town Hall upgrade has commenced which includes an accessibility upgrade. Cliff Noble Activity Centre accessibility complete. Tabernacle building is programmed to commence 2011/2012. St Helens Community Centre is to be undertaken in 2011/2012.	On Track

Youth facilities				
Waterloo Oval Youth Centre	2011	85	This project is under construction and scheduled for completion in Q1 2011/12. The delay is due to recent inclement weather. Progress in construction: Installation of main steel structure was completed and defect rectification process has commenced. Roof canopy installation including mesh and cabling for plants has been completed. Floor finish to be completed. Internal fitout nearing completion.	On Track
Parks and Open Space Capital works				
Fitzroy Gardens & Lawrence Hargrave Reserve	2013	30	Council has resolved not to proceed with a major renewal of these sites. In its place, an enhanced program of maintenance activities is being formulated. Minimal work is to be scoped for the upgrade of playground and restoration of the El Alamein Fountain. A site inspection has been undertaken to identify enhanced maintenance opportunities.	On Track
Lilian Fowler Reserve	2012	80	Stage 1 (Playground): Construction work is 85% complete and aiming for practical completion in Q1 2011/12. Stage 2 (Lawn and garden areas): Construction work is 75% complete and aiming for practical completion in Q1 2011/12.	On Track
Rushcutters Bay Park	2010	100	Project completed in Q3. The kiosk, park and two tennis courts were opened and operational. Reg Bartley Grandstand works were completed. The old kiosk, brick dwelling and tennis courts were demolished to make way for the construction of three new tennis courts.	Complete
Woolloomooloo pocket parks and public spaces, including lighting and paving	2011	70	Bourke Street Park: Construction began in March 2011 and is now 75% complete. Walla Mulla Park: This project was completed in March 2011. Forbes Park Safety Improvement: This project was reported as completed in a previous period. Forbes Park Master Plan: Design brief will be prepared for the master plan.	On Track
Waterloo Oval	2012	50	The new retaining wall for the park is to be re-tendered. Plan of Management works to be carried out in 2011/12.	On Track
Belmore Park	2013	0	This project is due to start in 2011/12.	

Pools and leisure centres					
Green Square Health and Recreation Centre (subject to the pace of development in Green Square)	2018	15	Capital works feasibility will start in 2012/13.		On Track
Prince Alfred Park Pool	2012	75	Pool Works: Construction work is in progress. Roof formwork is 85% complete. Piers and sub-soil drainage to southern end of pool is near completion. Electrical works ongoing to sub-station with significant works to toddler's pool, waterproofing and backfilling to basement. The estimated practical completion is early 2012.		On Track
Landscaping: The park was officially opened in April 2011. Defects rectification work is progressing.					
Prince Alfred Park Coronation Centre	2011	50	Review of tender documentation now complete. Project will be tendered in Q1 2011/12.		On Track
Perry Park	2013	15	Value Management Workshop has been held to determine options for the park's development. Review and costing of design options is continuing - scoping report will be brought to Council in Q1 of 2011/12.		On Track
Childcare facilities					
Provide additional childcare at Chippendale and Darlinghurst	2012	60	The additional childcare facility at Chippendale was completed in Q2 of 2010/11. The additional facility in Darlinghurst is planned as part of the works at 277 Bourke St - Community Centre-Stage 1. This project is in the initiation phase with detail design and scoping works to be undertaken in 2011/12.		On Track
Programs and Services					Status
Community facilities					
Encourage access to community facilities for use by community groups for meetings, activities and events	Progress To Date		Use of the City's community venues continues to be strong, with almost 10,000 bookings for the year. Enquiries remain high at around 2,000 for the year. From the results of customer surveys, it is clear that the majority of customers feel the range and quality of service provided is of a high quality and excellent value for money. An ongoing program of phased improvement and replacement of old equipment, keeps the facilities fit for purpose. Improvements in the information provided about the facilities through the web site and constant attempts to streamline the bookings process contribute to this positive result. Centres are used primarily for physical activity, meetings, rehearsals and seminars.		On Track

6.P.3 Provide a rich layer of accessible community-level social infrastructure, services and programs across the City of Sydney

Major Projects	Completion Date	% Complete	Progress To Date	Status
City of Sydney Street Count of rough sleepers				
Twice yearly street counts to determine the number of people sleeping rough in the local government area		100	No Street Count was conducted in Q4. In 2010/2011 two counts were conducted In August (Winter) and again in February (Summer). In August 2010 there were 289 rough sleepers counted and in February 2011 there were 363 counted.	Complete
Programs and Services				
Child Care Services 0-5 year olds				
Undertake annual assessment of child care needs in the City	Progress To Date			Status
Provide long day child care services in Alexandria, two extended hours' preschools in Glebe, and occasional child care services in Redfern for children 0-5	<p>An assessment of child care places in the local government area was undertaken in 2010. Between May 2005 and December 2010 there was a net increase of 1006 places across the City of Sydney. This represents a 31% increase in places over the last five years. The majority of new places are work-based centres in the city centre and private centres in Green Square.</p> <p>The number of families supported by the services is reported in the KPIs section of this Strategic Direction. The following comments summarise the program initiatives in this quarter.</p> <p>Children at Alexandria Child Care centre went on a visit to a local café to try some cuisine made with Bush Tucker. Better Homes and Gardens also filmed a segment at the centre which involved planting bush tucker plants in a small area. These were both an extension of a Bush Tucker project which the children have been working on over the last few months.</p> <p>Asthma Awareness Week was celebrated at Alexandria Child Care Centre and Hilda Booler Kindergarten by holding a Pyjama Day and raising funds for the charity.</p> <p>Children in the centres have been involved in art workshops, dance programs library excursions, reptile shows and wild animal shows. These have all been positive experiences for the children who have shown a great delight in being involved.</p> <p>Hilda Booler Kindergarten had a visit from the ABC's Playschool who filmed some science experiments, aimed at pre-schoolers, with the children at the centre. The children were very happy about being involved in this and are anxiously waiting seeing themselves on TV.</p> <p>A second Staff Development Day also took place during this quarter. The staff from all four child care centres had the opportunity to come together for the day and discuss positivity in the workplace, strengthening skills and the Early Years Learning Framework.</p>			On Track

<p>Child Care Services for 5-12 year olds</p>	<p>Provide after school and holiday care for 5-12 year olds in The Rocks, Pyrmont and Ultimo, as well as three after-school and holiday drop-in activity programs in Surry Hills, Woolloomooloo and Redfern</p> <p>The City operated after-school activities and April school holiday programs across six services.</p> <p>Children participated in centre-based activities including a Colonial Fair Day, Disco, Hip Hop Dance, Drumming, Puppet Making and Aerial Circus workshops and excursions to Taronga Zoo, ice skating, bowling, bike education, swimming, movies, the Police & Justice Museum and the Botanic Gardens.</p> <p>Children also attended the Harmony Day, Chinese Cultural Day events at the Chinese Gardens and enjoyed learning about Chinese culture through Tai Chi and Kung Fu workshops and a magic and variety show.</p> <p>Staff training included</p> <ul style="list-style-type: none"> • 4 staff attended the 2011 Network Biennial Conference – Through the Eyes of Children. • All Children's Program staff participated in an Understanding and Working with children in the Autism Spectrum workshop and several made changes to their environment and practice as a result of learning. <p>Staff have been familiarising themselves with the draft My Time, Our Place: A Framework for School Age Care in Australia. This is the approved learning framework for school aged child care under the new National Quality Standards.</p> <p>Key staff attended the Central Childcare Management System training to learn how the Child Care Rebate and Inclusion Support Subsidy will be administered through the system after July 2011.</p> <p>Ultimo Children's Program designed and ran the 'Being Me' self development project for 11 children aged 9+ to increase self awareness and resilience in readiness for transitioning through the middles years. The program was funded by a grant from the Better Futures Transition through Middle Years Project.</p> <p>Assessment has been completed and continues to inform the Integrated Community Facilities Planning.</p>	<p>On Track</p>
<p>Street Safety Cameras</p>	<p>Support police to rapidly assess and respond to situations through 24 hour monitoring of street activities and to prosecute offenders through provision of CCTV footage evidence</p> <p>The City continued to support police through the operation of the Street Safety Camera Program. There was a total of 1257 applications for CCTV footage in 2010/11, the vast majority of which came from the NSW Police. The City released 655 items of recorded footage for use in the investigation and prosecution of offences in the public domain.</p> <p>The City rejected 128 applications for reasons including:</p> <ul style="list-style-type: none"> - the offence was outside the scope of the Street Safety Camera Program - there was no CCTV coverage - the application was incomplete or not appropriately authorised <p>The top five offences for which applications were received were:</p> <ul style="list-style-type: none"> - Assault - Robbery - Stealing - Affray - Malicious damage. 	<p>On Track</p>

Local Safety Assessments

Undertake safety assessments on a needs basis in response to identified problems and to improve safety and reduce potential crime. Monitor implementation of recommendations for both City of Sydney and other stakeholders

The City, Housing NSW and Police have planned and delivered safety audits in public housing precincts in Redfern, Waterloo and Surry Hills. The site assessments for the Redfern Safety Audit were completed in June 2010 with Police, residents, The Factory Community Centre and the Redfern Neighbourhood Advisory Board. The City continues to work with Housing NSW on the delivery of actions under the audit and to release its report documenting the safety assessments and implementation of recommendations.

The City, Redfern Police, Housing NSW, local residents and services have determined the scope for assessment of the eight public housing precincts in Waterloo, defining the boundaries of the areas to be inspected, assessment of common areas, with the Safety audit scheduled to begin in 2011/2012. The City has also been working with the Surry Hills Safety Action Group, planning a series of assessments for Surry Hills public housing precincts, which include Northcott and surrounding areas due to begin in 2011/2012.

City staff provided Safer By Design assessments to large scale development applications for Coulsen Street, Erskineville, Sydney University, Defries Ave, Zetland and Primrose Ave Rosebery. The City contributed to research on the safety and security of medium density apartment buildings.

Local Safety Plans

Work with the community, police and other agencies to implement location or community specific strategies and initiatives in areas identified as being of high needs including Oxford Street, Glebe and public housing precincts

Over the past year, the City has attended 38 community safety meetings coordinated by Police across the seven local area commands. The City responds to crime and safety issues as identified by the community and police.

City staff worked with City Central Police to respond to concerns about late night antisocial behaviour in Pyrmont. Kings Cross Police advise that steal from motor vehicle offences in Woolloomooloo are lower than they have been for some time. In the Newtown local area command, the City is developing a strategy with local Police targeting bicycle theft. Glebe, Redfern and Newtown Police report that crime is trending downwards in all major crime categories.

The City has been part of establishing a new Police Community Safety meeting for the Surry Hills local area command which has so far addressed issues related to street drinking and alcohol related anti-social behaviour in Ward Park and Mary Street, Surry Hills.

The Surry Hills Community Drug Action Team hosted an alcohol forum on 30 June. The Redfern Waterloo Community Drug Action Team has been instrumental in setting up a new outreach project for Waterloo, supporting Family Day on the Block and implementing outcomes of an alcohol forum hosted in April. Outcomes from the forum include providing drug and alcohol information to young people, funding events for young people and developing culturally appropriate alcohol resources.

Staff participated in Neighbourhood Advisory Boards for Surry Hills, Redfern, Woolloomooloo and Millers Point. Neighbourhood Advisory Boards bring together Police, Council, Housing NSW and Non-Government Agencies to address issues and needs identified by public housing tenants.

On Track

On Track

Safety Education and Crime Prevention Campaigns

Deliver business safety seminars in response to identified crime data. Promote specific issue campaigns and safety fact sheets in partnership with relevant government agencies and community groups. Deliver safety resources and crime prevention campaigns targeting youth, senior citizens, people with disabilities, multicultural communities, GLBT communities, and 'Good Neighbour' BBQs across the local government area in response to identified crime data

The City delivered the following key events and programs in 2010/11:

Retail loss prevention and safety seminar for small business on 5 April 2011 in Surry Hills, supported by the University of Technology's Designing Out Crime Research Centre and the NSW Police Force. The keynote speaker was Professor Lorraine Gamman of the Design Against Crime Research Centre, London. The seminar was designed to address crimes reported by retailers in the City and attracted 39 participants.

Gone In a Flash campaign to raise awareness about preventing the theft of personal belongings. The campaign included the installation of 18 posters in advertising panels in the central business district during April and May; the distribution of resources to liquor licensees; the distribution of a range of posters to City crime prevention officers, the City's libraries and tertiary and vocational education and training institutions.

Provided the University of Technology with 600 copies of the "Important Community Safety Contacts" magnets to insert into Mid Year Intake orientation packs for international students. In April, the City worked with the Thai Welfare Association and City Central Police to deliver a Personal Safety Information Session to Thai speaking international students.

The City also supports Family and Culture Days on The Block with a total of 11 being held on the last Saturday of each month attracting over 200 people per event in 2010/11. Redfern Police report ongoing reductions in crime and anti-social behaviour at the Block since Family Day on the Block events began in 2009.

The City hosted 13 Good Neighbourhood BBQs in 2010/2011, attracting over 2600 people. Community BBQs were held in Pyrmont, Glebe, Zetland, Millers Point, East Sydney, Waterloo, Darlinghurst and Redfern.

On Track

Alcohol Related Crime

Assess the establishment of alcohol free zones to address responsible serving and drinking of alcohol and reduce alcohol related crimes, particularly assault and anti-social behaviour

The City monitored and maintained the 181 alcohol free zones for the City in order to reduce alcohol related anti-social behaviour and crime in identified locations. The City works with all seven local area commands to monitor the effectiveness of the zones in managing activity. Additional audits were completed for Pyrmont and Waterloo in order to ensure alcohol free zones were clearly indicated by appropriate signage.

City staff coordinated a review of the design of alcohol free zone and alcohol prohibited area signage. The new designs incorporate images of alcohol containers as well as standard text so information about alcohol restrictions can be accessible to all language groups. City staff consulted with NSW Police on the new design which now incorporates the NSW Police logo for the first time.

In response to an application from Housing NSW and Redfern Police, the City proposed alcohol restrictions for the Waterloo Green and surrounding streets. The City is required to process valid applications for alcohol free zones and alcohol prohibited areas. This is the first proposal to apply to Housing NSW land since the legislation under section 632S (part 4) of the Local Government Act was amended in December 2010.

There are currently two proposals for alcohol free zones and one proposal for an alcohol prohibited area in Waterloo. Overall the City established 37 alcohol free zones in 2010/11.

The City has promoted alcohol free zones to licensed premises, Police, community safety groups, the Office of Liquor Gaming and Racing and Precinct Liquor Accords. The City has commenced working with the Australian Drug Foundation's Good Sports Program, to promote responsible drinking at licensed venues connected to sporting clubs in order to reduce alcohol related injury, assault and offences.

The City continues to work with the Office of Liquor, Gaming and Racing to implement projects under Precinct Liquor Accords, focused on the three main entertainment precincts in the City of Sydney local government area: Kings Cross, George Street South and Oxford Street. The City has started a comprehensive round of consultation sessions and an online forum to ask the City community about the vision for the City's late night economy, with a discussion paper to be released to reflect the feedback provided by the diverse layers of the City community.

On Track

On Track

Participate in the National Local Government Drug and Alcohol Committee and manage the exchange of information between the City of Sydney, NSW Police and the NSW Office of Liquor Gaming and Racing

Health and Recreation Programs

Provide a range of health and wellbeing programs to encourage participation in the City's recreational facilities and parks and promote healthy and active lifestyles. Programs include family membership to the Cook & Phillip Park Pool and the Ian Thorpe Aquatic Centre; learn to swim classes and aquatic outreach services

Health and recreation programs remain well attended and popular with customers across all the City's community centres. Programs with priority groups such as the Street Soccer programs with homeless people and partnerships with Disability Australia to develop fitness programs for people with disabilities show positive progress with good feedback from both the participants and partner organisations. The gyms at King George V, Juanita Nielsen and Pyrmont continue to attract new members and feedback from customers remains very positive.

In Q4 there were 248,472 visits across all aquatic facilities. Of this 2,060 visits were made using the Access Concession Card (1 per cent of all visits).

Family memberships at the Ian Thorpe Aquatic Centre and Cook + Phillip Park pool now comprise 38 per cent of all memberships at these facilities. Programs such as 'learn to swim' for babies, school age and adults) has 5,016 enrolments across these facilities.

Provide health and recreation programs for the community including young people, Aboriginal and Torres Strait Islanders, GLBT and multicultural communities, and people with disabilities. Work with community organisations to promote healthy lifestyles

3,108 people were transported to Health and Recreation activities in 2010/11 by the City's Community Transport - 2,246 of these were Young People. The City also provided Grants to various organisations focusing on health and recreation programs, particularly for Aboriginal and Torres Strait Islander young people.

Young People

510 young people participated in health and recreation programs in 2010/11. City of Sydney Youth Services facilitated healthy eating and cooking programs as well as educational programs in partnership with Reconnect Inner City on sexual health and healthy relationships. Partnership programs with Kirkton Road Centre were also run regularly which enabled young people to have regular health check ups at the youth centres. All youth programs participated in weekly structured and semi structured sporting competitions.

The City partnered with Fact Tree Youth Service, WEAVE, Glebe Youth Services, NCIE and Twenty10 to deliver a range of late night health and recreation programs. These included the development of the Mardi Gras float through the Kids with Gratitude Program, The After Dark program and Midnight Basketball.

Over 55's

An average of 62 Health and Recreation programs are provided per month for over 55's, totalling 630 programs in 2010/11. Over 55 Services provides a wide range of healthy lifestyle activities for Aboriginal and Torres Strait Islander Elders, Mature Age Gays, and CALD background older people. Partnerships to deliver these activities included Multicultural Health, St Vincent's Community Health, Health Promotion Unit, ACON, Jewish Care, and the Sydney Spanish Seniors Association.

GLBT People

The City worked in partnership with the NSW Gender Centre – the peak body in NSW for transgender people, Twenty10 – the peak body in NSW for young GLBT people, and the Sex Workers Outreach Project (SWOP) - the peak body in NSW for Sex Workers to deliver three series of six self defence classes to more than 60 people.

On Track

On Track

Major Venues and Open Spaces	Provide opportunities for community events and celebrations through use of City of Sydney's major venues (Sydney Town Hall, Barnet Long Room and Paddington Town Hall), and facilitate and support local community celebrations in the City's parks, open spaces, and streets	In April, the Australia Bridal Service Exhibition was held in the Sydney Town Hall which attracted over 1,000 patrons. Many of the retail exhibitors are locally based. The Town Hall also hosted the Mary Poppins Cocktail Opening in May and transformed the Town Hall into Cherry Tree Lane for the night. The Sydney Writers' Festival also occupied the Town Hall building from the 18-21 May and Sydney Homeless Connect took over the venue on 7 June.	On Track
		Sydney Town Hall recommenced the free lunchtime organ recital series in 2011 with the first performance held on 11 April. These concerts will run through to November and be followed by the traditional Town Hall Christmas concert in December.	
Community Events	Support and facilitate community events and celebrations such as Seniors Week and National Youth Week, and Chinese New Year to reflect the diverse audience and cultural differences within the community	Community events were held over the year ranging from Sydney Festival First Night in parks and open spaces across the City, to Australia Day celebrations in Hyde Park, Macquarie Street and Pirrama Park, the Sydney Shakespeare Festival in Bicentennial Park, and Yabun, a celebration of Aboriginal music and culture in Victoria Park. A number of these events also helped to activate the City's streets and laneways including the Ash Street Cinema, Sounds of the Streets in Surry Hills, and the Sydney Gay and Lesbian Mardi Gras Parade in Oxford Street.	On Track
		Note that Chinese New Year is reported under Objective 1.6 (Iconic Events).	
		Mardi Gras 2011 City of Sydney participated in the New Mardi Gras Parade on Saturday 5 March 2011. The Parade entry celebrated the recent passing of the Same Sex Adoption Bill. 50 City of Sydney staff, family and friends participated in the float, walking and dancing along the parade route.	
		National Youth Week 1 - 10 April 2011 Youth Services delivered four key National Youth Week events in the City of Sydney and supported events delivered by youth organisations. About 1000 young people were involved in the planning and delivery of National Youth Week events with about 50 young people employed or engaged as volunteers.	
		Events and programs celebrating diversity. In 2010/11, the City worked collaboratively with many organisations to deliver programs and events to acknowledge and celebrate the diversity in our community. Highlights included the launch of Mary's Place public art project - Lamp for Mary, Positive Pedallers Day, International Day against Homophobia art exhibition, Pride in Colour Community Consultation, the Connect Sydney community capacity building training series and the 19 events of the Living in Harmony Festival 2011.	
		Seniors Week Seniors week was celebrated by the 2011 Dancing in Harmony Ball which was held in Sydney Town Hall, on Tuesday 22 March. Over 400 Seniors danced and listened to live music played by standards band the Jive Bombers. Other highlights include multicultural dance performances, a Health Expo with local health services, government agencies and multicultural services.	

Volunteering

Provide and support opportunities to volunteer for all members of our diverse communities in a range of activities across City of Sydney functions

On 1 March 2010, the first Lord Mayor Volunteer Reception recognised over 340 volunteers in Sydney Town Hall. City staff took part in the working group for the Do Something Near You website to make it easier for people to volunteer locally.

On Track

In Q4, 864 volunteers assisted the City.

In 2010-2011, the City on average engaged over 990 volunteers per quarter in the following areas.

- Organising and /or performing in National Youth Week, Seniors Week, SmARtTart Festival events and Living in Harmony programs etc.
- Helping out in children's excursions and in classes during after school and school holidays.
- Delivering Meals on Wheels to disadvantaged residents and helping out with centre programs in seven Over 55s centres.
- Running ongoing recreational programs and one-off events in community centres such as Aboriginal one on one Job Support Program.
- Transcribing and cataloguing archival records.
- Facilitating library programs as guest speakers and maintaining specialist collection.
- Assisting staff in tourist information kiosk.
- Acting as translators, parade marshals, costume assistants for events such as Mardi Gras, Chinese New Year, New Year's Eve etc.
- Regularly working in 15 community gardens.
- Counting rough sleepers in Street Count twice a year.

Ageing in place

Provide a meals on wheels and food services program, social and community support, and health and recreation programs to enable older people to remain healthy and active and continue to live independently in their own homes and communities

Over 55 Services provides members and residents with a range of options such as a Meals on Wheels service, Centre based lunch service, community transport, referral and social support, education and health talks, events such as Christmas, Seniors Week, Carers Week and Volunteers recognition, free anniversary lunches, food hampers, healthy ageing activities such as the Growing Older Living Dangerously (GOLD) program. These services and activities are all targeted to meet the needs of the city's diverse communities including Aboriginal and Torres Strait Islander Elders, Chinese speakers, and other culturally and linguistically diverse people and the gay, lesbian, bisexual, transgender and intersex community.

On Track

Summary of services provided for Over 55s members throughout Q4 and the year:

Number of podiatry sessions in Q4 167, totalling 591 for the year.
 Number of Healthy Ageing Programs in Q4 63, totalling 630 for the year.
 Number of Centre Based Meals in Q4 3,647, totalling 14,237 for the year.
 Number of Home Delivered Meals in Q4 13,195, totalling 53,014 for the year.
 Number of visits to Over 55s Centres in Q4 7,725, totalling 27,177 for the year.
 Number of free meals or hampers in Q4 380, totalling 1,000 for the year.

<p>Community grants</p>	<p>Continue to build community capacity through the City of Sydney community grants program and prioritise those projects that provide opportunities for local villages to express their unique identity and build healthy and inclusive communities</p> <p>The Local Community Grants, Community Services Grants and the Local Area Matching Grants are the main support that the City provided for local communities to build community capacity and skills.</p> <p>The City's Annual Grants round closed in April 2011 and 243 applications were received. Applications have been assessed and recommendations will be presented to Council for consideration in Q1 2011/12.</p> <p>In August 2010, 84 cash grants were awarded for delivering community programs and building community capacity. These included grants to organisations such as Community First Aid Sydney, Glebe House, South Sydney Community Aid, The Older Women's Network, The Factory, Glebe Youth Service, Tranby Aboriginal College, Thai Welfare Association, Milk Crate Theatre and the South East Neighbourhood Centre.</p> <p>Other funding to community groups in the 10/11 financial year included over \$20,000 to local resident initiatives to protect endangered frogs, the development of community gardens and local community celebrations, celebrating and recognising unsung local heroes, overcoming social isolation in public housing communities, local Multiple Sclerosis support groups and wellbeing programs encouraging active participation and lifestyles.</p>	<p>On Track</p>
<p>Promote responsible pet ownerships</p>	<p>Manage and patrol the City of Sydney's off-leash parks and significant on-leash recreational parks, to educate dog owners about their rights and responsibilities and monitor safety and the amenity of the parks</p> <p>Promote and provide free microchipping and discounted registration fees for pensioners. Work with other agencies to promote pet desexing, including reduced fees for pensioners and transport to and from vets. Provide free dog obedience training courses for residents</p> <p>The City Rangers and Companion Animals Liaison Officer continued to conduct uniformed and plain clothed patrols of all parks and open spaces within City's Local Government Area to ensure dog owners are complying with the Companion Animals Act as well as educating dog owners on their responsibilities. In Q4, 2,478 visits over 1,048 hours were made to various parks and open spaces.</p> <p>In Q4, free microchipping was provided for 13 cats and 7 dogs.</p> <p>In Q4, 18 companion animals were registered under the City's discount pensioner registration.</p> <p>In Q4, eight cats and one dog were de-sexed through the City's subsidised programme, with free transport to and from the vet.</p> <p>As the City was calling for quotations for a new dog obedience training provider this quarter, no obedience training was held. The new provider has been selected and classes will resume in Q1 2011/12. The total number of dogs and their handlers who have attended the course since the training began in November 2006 is 2,045.</p>	<p>On Track</p>

Homelessness services		
Provide referrals through the Homeless Persons Information Centre (HPIC) to accommodation and other forms of short and long term assistance	In Q4 HPIC responded to 11,594 client calls. 66 per cent were referred to accommodation on the day they requested it. HPIC was unable to help 26 per cent of people due to lack of available accommodation.	On Track
Deliver multiple service provision for homeless people through the expansion of the Homelessness Hub one stop shop	In 2010/2011 HPIC responded to 43,720 calls from people in need. HPIC was able to meet the accommodation needs of 72 per cent and was unable to assist an average of 22 per cent on the day they requested assistance. In Q4, two Homelessness Hubs were held in Woolloomooloo and recorded a total of 150 practical occasions of service across the two events. Examples of practical occasions include submitting a housing application, receiving a medical check up or obtaining legal advice. Over 2010/11, 516 practical occasions of service were recorded across the monthly hubs.	
Work with other levels of government and key stakeholders to advocate for adequate resources for improved adjunct services for homeless people. Convene sector-based networks as a means of information sharing. Prepare submissions to federal and state government policy documents on homelessness	The City continued to provide funding towards the operation of the Homelessness Brokerage and Outreach services. The Brokerage Program provided assistance to 1165 people over the past year. The Homeless Outreach service, Way2Home, has helped 14 people in Q4 and a total of over 48 people in 2010/2011 to move from the streets into housing or supported accommodation in the past 12 months.	
Provide funding and support to Assertive Outreach Service and the Homelessness Brokerage Program to prevent homelessness or help people into suitable accommodation		
6.P.4 Develop and support local economies and employment		
Programs and Services	Progress To Date	Status
Economic Development		
Finalise the development of Business Precinct Studies for Pyrmont, Ultimo and Kings Cross to identify appropriate business mix and local character	Due to the imminent Floorspace Employment Survey scheduled for late 2011, these studies have been rescheduled for 2011/12 to take advantage of its new survey data.	Watch
Provide precinct and business partnership support to encourage small businesses to operate in main streets through the provision of grants, business development advice and economic information. Provide a Business Development Coordinator with Marrickville Council for the Newtown Activity Hub	Business precinct coordinators, employed by the City, support business Chambers and partnerships in all village centres. The Let's Talk Business Seminar Series has been very successful in Q3 with the final seminar to be held on 19 July 2011. Given its success it is likely that the City will again run an Expression of Interest to continue the series for another year or two. There has been extensive engagement with business partnerships this quarter to inform development of the City's retail action plan and night economy policy. There is a successful funding and management partnership in place with Marrickville Council to support the Newtown village centre.	On Track
Work with local businesses and the community to develop the Oxford Street Culture Quarter	Precinct coordination for the Oxford Street Cultural Quarter has experienced delays, which are being addressed. A database was established which comprehensively reports actions against schedules and resources. Major external stakeholders were consulted and their engagement continues. Retail properties have been revitalised and the Fringe Festival will be extended into this quarter. Oxford Street Cultural Quarter initiatives were addressed in a Lord Mayoral Minute on 27 June 2011.	Watch
Work with the Roll Up Redfern Working Group to implement the recommendations of the Redfern Business Precinct Study	The brand project for Redfern is complete and a communications strategy developed and actioned to assist in addressing recommendations from the Redfern Business Precinct Study. Every eligible business for the Redfern Shopfront Improvement Matching Grant Program has been visited by a business precinct coordinator. One application was received and approved by Council in Q4. A further two applications have been received and will be subject to a Council report in Q1 2011-2012. Interest has been expressed by another nine potential eligible applicants.	On Track

Training, Education and Employment

Deliver and support the delivery of initiatives that improve education and employment outcomes for our diverse communities. Provide pathways into employment for our most disadvantaged community members

The City collaborates with a range of partners to deliver and support programs to improve education and employment outcomes for our diverse communities. 484 people participated in training, education and employment programs provided throughout 2010/2011. Overall the number of young people receiving certification in pathways to employment programs was 295, of these 88 young people received paid employment. Key initiatives are summarised below. The City also provided Grants to various Organisations focusing on pathway to employment.

- Youth Services coordinated National Youth Week 2011 and engaged 50 young people in the planning and delivery of events. These young people gained a variety of skills.
- Pine Street delivered its annual Smart Arts Youth Festival to the community, working with young volunteer event organisers. Since planning began in late 2010, there were 176 attendances at volunteer planning meetings.
- Funded the Drivin' 4 Employment program through Oasis Youth Support Network; approximately 20 participants are enrolled in the program on an ongoing basis and in 2010/11 approximately 12 young people reported gaining employment as a direct result of the program.
- Lights Camera Action (LCA) program which aims to assist Aboriginal and Torres Strait Islander young people to gain experience and employment in the film and television industry – 111 young people participated in auditions and 26 young people have received paid employment.
- Glebe Youth Program and Erskineville Youth Program ran six week Employment Programs in partnership with Support Recruitment. 22 young people completed the program, one young person received employment and several received interviews as a result of the program.
- Two young people were employed by Glebe Youth Program to help with the NAIDOC mural project.
- Responsible Service of Alcohol (RSA) and Responsible Conduct of Gambling (RCG) programs; 15 young people completed the program and received letters of reference or certification.
- Pyrmont Youth Program delivered Party in the Park in January 2011. Ten young people were involved in the planning and implementation of the event, gaining experience in events planning and management.
- Millers Point Youth and Employment Partnership involving 13 organisations provided a number of partnership programs including a Youth Leadership Camp at Milson Island completed by five young people and an Ultimo TAFE information and training options session facilitated by the career advisor.
- The City's Social Planning, Access and Community Development unit offered internships and skilled migrants work experience for nine students from diverse backgrounds in the past year.

On Track

Work with local Aboriginal and Torres Strait Islander organisations in our LGA to develop and support a range of training, employment and enterprise programs for Aboriginal and Torres Strait Islander people.

The City's Aboriginal Apprenticeships Program began with four employment traineeships and in 2010/2011 increased to nine. As a result, two participants have gained employment in the past year as an apprentice mechanic and a stonemason. The City currently employs three apprentices.

On Track

Community Grant funding is provided to support initiatives from local Aboriginal and Torres Strait Islander organisations providing training, employment and enterprise programs.

- Youth Services partnered with the National Centre for Indigenous Excellence (NCIE) to deliver two Midnight Basketball Tournaments. These tournaments consist of compulsory life skills workshops, dinner and tournament basketball games. The program attracted about 40 young people per night with around 95 per cent identifying as Aboriginal.
- The City assisted and supported the NCIE through the Indigenous Sport and Recreation Program, funded by the Department of Health and Ageing; three Aboriginal young people completed their Learn to Swim Instructor Course.
- Youth Services works closely with Glebe Youth Service to deliver the After Dark Program, as well as the provision of casework and a healthy eating initiative. Approximately 40 young people attend each Friday and Saturday night with around 90 per cent identifying as Aboriginal.
- Funded the Drivin' 4 Employment program through Oasis Youth Support Network; approximately 20 participants are enrolled in the program on an ongoing basis and in 2010/11 approximately 12 young people reported gaining employment as a direct result of the program.
- Lights Camera Action (LCA) program which aims to assist Aboriginal and Torres Strait Islander young people to gain experience and employment in the film and television industry. 111 young people participated in auditions and 26 young people have received paid employment.
- The City partnered with Fact Tree Youth Service to deliver a late night mural project in January - March 2011 for a total of 8 sessions and attracted 12 to 15 young people per night. 96 per cent of young people were Aboriginal and from the Redfern/Waterloo area.

City staff continue to support the Alternative Education Alliance which coordinates a network of 15 services in the region who work with young, mostly Aboriginal students who are disengaged from mainstream schooling or are more suited to different kinds of learning environments.

6.P.5 Build opportunities for lifelong learning in new literacies		
Programs and Services	Progress To Date	Status
Library services		On Track
Provide a range of resources in the City of Sydney's libraries to reflect interest of diverse and multicultural community. Provide resources and conduct services and activities for children, students, older people, residents and workers in the city to improve access to and understanding of new literacies	<p>Key Performance Indicators for the Library Service are reported in the following section.</p> <p>The Library is offering a wide range of services that appeal to the diverse City community. Children's Services offer Rhyme Time, Story Time and Rock 'n' Rhyme to target children from 1 year to school age. A broad collection of Asian language materials are held (mostly) at Haymarket library including the best collection of local and overseas Chinese language newspapers in NSW.</p> <p>A new procurement program and a new Library Management System are now in place, and will greatly improve the community's ability to transfer and reserve items across the Library Network. The new Library Management System will also enhance interaction with the collection as it allows book reviews to be posted, private lists to be created and suggestions for purchase all online.</p> <p>The Library has also increased Green Square branch opening hours to include Thursday nights and Saturdays.</p> <p>The Late Night Library series at Surry Hills Library attracts capacity crowds in the 20-30 age bracket, traditionally a difficult demographic for libraries to attract.</p>	
Discussion and education		On Track
Provide information online and deliver City Talks and other events to educate and encourage debate on issues relating to Sustainable Sydney 2030	<p>Three City Talks were conducted in 2010/11, in October, November and March. These have been discussed in detail in previous reports.</p> <p>In order to continue to educate and inform stakeholders on Sustainable Sydney 2030 and the progress of implementation a City Conversation public forum with Professor Ross Garnaut took place in June 2011.</p>	
History and heritage		On Track
Curate and exhibit the Civic collection	<p>A temporary exhibition of items from the Civic Collection was held in the entry foyer to the Lower Town Hall and the Vault.</p> <p>A series of tours of Town Hall and the Civic Collection were organised during Heritage Week in Q4.</p>	
Produce and promote local histories	<p>The City's History Program, together with the Aboriginal and Torres Strait Islander Advisory Panel produced a major booklet on sites of significance in Sydney. The History Program participated in both the statewide annual celebrations of History Week and Heritage Festival with an educative program of talks and displays aimed at a general audience. History talks were also given as part of the Sydney Festival and the Chinese New Year Festival. The City Historian and Oral Historian gave talks to a number of groups including history and community groups, professional associations, national and international conferences and seminars. A design update of the suite of self-guided historical walking tours was initiated to keep them fresh and relevant. The History Publications Sponsorship Program continues to attract a lot of interest from scholars and local historians.</p>	On Track
Dictionary of Sydney project	<p>The Dictionary of Sydney website received four quarterly regenerations of content over the year. New images, captions, entries and essays have enriched the content on the site. There are now 600 entries and essays in the site, totalling 845,376 words. The Dictionary of Sydney Trust has been implementing their marketing strategy to engage the community and keep them up-to-date with the progress of this enormous public history project. A blog was launched to share regular news about research and new material. Social media is also integral to the strategy. The Dictionary of Sydney Trust undertook substantial work on its business plan and governance, and the recruitment of four new board members with business, marketing, legal and financial skills.</p> <p>Council resolved to provide sponsorship to the Dictionary of Sydney for the next four years.</p>	On Track

6.S.1 Key Performance Indicators

Local economies - Develop and support local economies and employment

Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	YTD	Comment	Status
Number of Aboriginal and Torres Strait Islander people in training/ employment/ enterprise programs supported by the City	No.	-	158	-	97	214	149	228	688	The City collaborates with a range of partners to develop and support training and enterprise programs for Aboriginal or Torres Strait Islander people. Note that reporting on this KPI is more comprehensive than for previous years, however at this stage the total figures are largely estimated and this report will be further assessed for 2011/12.	On Track
Number of people engaged in pathways to employment programs	No.	-	448	-	54	179	115	136	484	See detail on education and employment programs in program "Deliver and support the delivery of initiatives that improve education and employment outcomes for our diverse communities. Provide pathways into employment for our most disadvantaged community members".	On Track
Amount of street level outdoor dining in the Village Centres	m2	3,147	2,905.51	3,206	3,055.82	3,207	3,133.2	2,914.7	2,914.7		On Track
Libraries and learning - Provide equal access to information and knowledge to support a life-long learning culture for residents, businesses and visitors to the City											
Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	YTD	Comment	Status
Number of library members	No.	34,506	37,477	40,000	35,477	34,577	34,677	32,034	32,034	Change over of the Library Management System has disrupted data collection on library memberships.	Watch
Number of items borrowed from libraries	'000	1,430.12	1,476.58	1,450	354.27	314.7	324.15	270	1,263.12	Loans show a slight decline in line with state wide public library figures. New procurement system is now in place.	Watch
Number of participants in computer training programs at all community facilities	No.	-	760	1,200	311	288	127	67	793	Reader Services library position responsible for computer training in the libraries was vacant in Q4 but has now been filled.	Watch
Number of visitors to libraries	'000	1,093.5	1,246.1	1,220	319.67	276.1	304	301.6	1,201.37	Visitation remains strong across the Library network. Demonstrates trend of people using libraries for an increasing number of reasons. Traditional uses such as loans are dropping marginally and are being offset by continued strong growth in WiFi and other technological and social uses.	On Track

Children's services -

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

Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	YTD	Comment	Status
Number of families supported through child care services	No.	1,071	1,127	1,000	758	141	214	34	1,147	Provided from 10 facilities across the LGA, the City's Children's Services provided care and support to 1,147 families during 2010/11. 496 families received care through the four child care services catering for under school aged children and 651 through the 6 after school and holiday programs.	On Track

Community support -

Support community organisations 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	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	YTD	Comment	Status
Number of meals on wheels delivered	No.	63,318	60,050	-	13,778	13,695	12,346	13,195	53,014	<p>The overall trend for Meals on Wheels services across NSW in recent years has seen a decrease in client. A variety of factors has contributed to this trend, including a lack of awareness about the service both in the community and other service providers and increasing competition from commercial operators.</p> <p>Throughout Q4 13,195 meals were delivered to people in their homes, totalling 53,014 for 2010/11.</p> <p>Throughout Q4 253 individual clients registered to receive meal packages in their homes, a total of 401 individual clients were registered throughout 2010/11.</p> <p>Throughout Q4 45 new clients who never used the service before were registered, totalling 158 for 2010/11.</p>	On Track

Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	Q1	Q2	2010/11 Result	Q3	Q4	YTD	Comment	Status
Value of grants to community groups from City of Sydney (cash and in-kind)	\$ '000	3,545.54	3,362.82	-	2,681.36	451	86.9	194.9	3,414.16		Applications for the annual Community Services and Local Community Grants programs have been assessed and recommendations will be reported to Council in Q1 of 2011/12. Grants to community groups in Q4 totalled \$194,873 and included: Quick Response Grants: five grants at a value of \$4,000. Banner Pole Program: five grants at a value of \$24,408. Reduced Rates (Major Venues): 17 grants at a value of \$117,562. Reduced Rates (Community Venues): three grants at a value of \$819. Matching Grants Round 4: 14 Grants at a value of \$48,084.	On Track
Number of rough sleepers as measured in biannual Street Count (baseline 400)	No.	340	418	-	289	-	363	-	363		No Street Count was conducted in Q4. In 2010/2011 two counts were conducted with a total of 652 rough sleepers counted. In August 2010 there were 289 rough sleepers counted and in February 2011 there were 363 counted.	On Track
Number of community groups that use community centres and venues	No.	-	280	-	186	231	285	287	287		287 different community groups have booked spaces in community venues and centres this year. From these groups we have taken almost 7,000 bookings in the year.	On Track
Total bookings by community groups using community centres and venues	No.	-	-	-	1,262	3,509	5,083	6,861	6,861		These almost 7,000 bookings have come from 287 different community groups across this year, who have booked our community venues and centres for activities, meetings and functions they have organised for themselves.	On Track

Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	YTD	Comment	Status
Number of programs and partnership programs held at community centres	No.	-	-	2,087	562	562	521	505	2,150	This year, over 2150 programs were provided across the six different community centres, over 620 of these were organised and developed, in partnership with other organisations. The level of activity remains very positive. Attendances at these programs, at over 230,000 for the year are also good. The variety and range of programs is good and feedback from staff indicates a positive diversity and variety in customers as well as overwhelmingly positive feedback from customers.	On Track
Number of attendances at programs and partnership programs	No.	-	-	241,863	64,827	56,006	49,528	60,512	230,873	With over 2,000 programs delivered across the community centres this quarter, the level of activity remains steady. Attendances at these programs, at just over 230,000 for the year, is very good. The variety and range of programs is good and feedback from staff indicates a positive diversity and variety in customers as well as overwhelmingly positive feedback from customers.	On Track

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	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	YTD	Comment	Status
Usage -v- Capacity of Sports Fields (% of hours used -v- hours available)	%	-	92	85	90	85	90	94	89.75		On Track
Open space per capita	m2	22.3	21.5	24	21.02	21.02	21.02	21.02	21.02	During the reporting year no significant areas of open space or parks were acquired or dedicated to Council. With ongoing increase in population this will result in a reduction of open space per capita. However over the next four years it is expected there will an increase in available open space arising from private development such as "Central Park" in the former Carlton United Brewery site (5000m2), Barangaroo Headland Park (6 Ha) and open space dedications from the Harold Park development (3.8 Ha). Development in Green Square will also see dedication of open space in various locations over the coming years.	Watch
Area of parks and open space managed by the City of Sydney	ha	187.9	188.53	188.1	188.5	188.5	188.5	188.5	188.5	No new areas added in Q4. Sydney Harbour Foreshore Authority (SHFA) are preparing to transfer five parks (Waterfront, Cadi, Ballarat, Metcalfe, Pyrmont Bay) to the City in the next 6-12 months.	On Track
Attendances at aquatic and leisure centres	'000	1,133.64	1,281.09	1,154.99	291.8	346.06	380.3	257.2	1,275.36	KPI exceeded - a good result given the large amount of wet weather in 2010/11. Attendances achieved by good programming and participation rates in learn to swim and fitness programs. Andrew Boy Charlton Pool closed for winter on 31 April.	On Track

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	2008/09 Result	2009/10 Result	2010/11 Target	Q1	2010/11 Q2	2010/11 Q3	Q4	YTD	Comment	Status
Number of dogs and cats impounded	No.	265	225	-	36	48	62	53	199		On Track
Animals reclaimed by their owners	No.	90	32	-	21	17	16	30	84		On Track
Animals rehoused from the shelter	No.	47	52	-	30	16	34	25	105		On Track
Animals euthanased at the shelter and external veterinary clinics	No.	127	87	-	14	3	15	8	40	In April 4 dogs and no cats were euthanased, in May 1 dog and 1 cat, and in June 1 dog and 1 cat were euthanased (animals which were too ill or had behavioural problems).	On Track
Number of dog attacks (as reported to the Department of Local Government)	No.	89	91	-	14	20	25	28	87		On Track
Number of attacks in which the dog was subsequently declared dangerous	No.	5	5	-	-	2	1	-	3		On Track
Number of dogs and their handlers attending dog obedience classes	No.	-	-	500	127	126	101	-	354	The requirement to call for quotations for a new training provider meant no obedience training was held in Q4. A new provider has been appointed and the next classes will begin in Q1 2011/12. The total number of dogs and their handlers to attend obedience training since classes began in 2006 is 2,045.	On Track

7 A cultural and creative City

A creative life where people can share traditions and lifestyles - celebrating Aboriginal and Torres Strait Islander culture, diversity and community

7.P.1 Encourage the appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Eora Journey				
Develop an implementation plan to interpret and recognise key sites of cultural significance in the public domain	2011	90	<p>The City is undertaking a review of best practice locally and internationally to interpret and present culturally and historically significant places in the public domain.</p> <p>The Barani / Barrabugu (Yesterday / Tomorrow) booklet was launched as part of NAIDOC 2011. Over 60 sites have been included in the booklet based upon the cultural mapping literature survey undertaken by the City's History Program, and in extensive consultation with the Aboriginal and Torres Strait Islander Advisory Panel. The booklet has been distributed through libraries, community centres, community organisations, visitor centres and at many NAIDOC events.</p> <p>The City published the booklet through an insert in the Spectrum section of the Sydney Morning Herald, and through a wide and diverse media strategy. The publication is proving very popular. Plans are already underway for a downloadable version of the publication and for a smartphone application.</p>	On Track
Programs and Services				
Eora Journey				
Continue cultural centre studies and planning for an Aboriginal Cultural Centre and a Knowledge Centre. Work collaboratively with cultural stakeholders to ensure collection and display of Aboriginal and Torres Strait Islander culture			<p>The City continues to collaborate with government, cultural and community stakeholders to work towards a plan for an Aboriginal Cultural Centre and Knowledge Centre.</p> <p>Research is being undertaken into existing models (nationally) and the City will participate in a symposium in Q1 2011/12 being coordinated by Museum & Galleries (funded by State Government), to discuss the development of knowledge centres in regional Australia.</p>	On Track
Work with the Aboriginal community to determine key sites of significance			<p>In 2010 a Cultural Mapping Working Group with four representatives from the Aboriginal and Torres Strait Islander Advisory Panel worked closely with the City's History Program to undertake a cultural mapping project. A walking tour booklet Barani / Barrabugu (Yesterday / Tomorrow) was launched in NAIDOC week in July 2011 (Q1 2011/12).</p> <p>Research is also being undertaken into best practice for cultural interpretation in the public domain. The Public Art Panel has received an initial briefing on this project, and will have a report to deliver in Q2, 2011/2012.</p>	On Track

7.P.2 Support cultural activity, participation and interaction				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Cultural Ribbon				On Track
Support and promote the City's cultural identity with a Sydney harbourside cultural walking trail that links Sydney's leading cultural landmarks	2014	40	<p>The Cultural Ribbon is considered during the assessment of the City's Grants and Sponsorships program applications. The Walsh Bay Precinct Partnership receives funding for projects which support Cultural Ribbon principles.</p> <p>The City is working with cultural presenters, venues, businesses and organisations along the harbour. Staff are undertaking a Harbour North Village Urban Design Study, exploring the importance of pedestrian connections from Barangaroo to Walsh Bay, Dawes Point, Millers Point and Observatory Hill to the city.</p> <p>Arts NSW is leading a whole-of-government approach to the planning of cultural infrastructure that will assist in developing the Cultural Ribbon. Arts NSW/Communities NSW has responsibility for Pier 2/3 at Walsh Bay and sought expressions of interest to encourage its use by arts organisations which will enhance the cultural offering and encourage more businesses to move into the precinct.</p>	
Develop a method to reinforce the identity and interpret landmarks along the Cultural Ribbon and connections between cultural institutions	2014	5	Endorsement by Council of City Art Public Art Strategy includes significant Cultural Ribbon component. Scoping Study (underway) on the Cultural Ribbon.	On Track
City Art Creative Framework				
Develop a Public Art Strategy and Policies to direct the delivery of temporary and permanent public art in the local government area	2014	100	Council endorsement of City Art Public Art Strategy, Policy and Guidelines for the Acquisition and Deaccession of Public Art in May 2011.	Complete

Programs and Services	Progress To Date	Status
Art and performance		On Track
Licence and facilitate buskers, street theatre and art displays in the City's streets and public spaces	<p>299 Busking permits were issued in Q4. The slight drop in figures from the previous Quarter reflects the quietest period of the year for buskers. Many travelling buskers move interstate or overseas to work during the Sydney winter.</p> <p>The Laneway Art Program and Streetware programs continued in Q4. The next round of applications for artists to submit ideas to Streetware closed in Q4. Successful artists will be announced in Q1, 2011 / 2012 and will then be on display.</p> <p>The third artist in the Taylor Square Plinth Project series of installations at Taylor Square is currently still on display: CAMP Stonewall by Annie Kennedy.</p> <p>Welcome and Acknowledgment to Country are performed by Aboriginal Elders or approved representatives at all City events. Aboriginal and Torres Strait Islander programming is incorporated where possible into all events.</p> <p>Art & About Sydney 2010 included Aboriginal associated events within the program such as Namatjira: The Next Generation, an exhibition of the works of Albert Namatjira's descendants and workshops with his grandchildren. Sydney Statues: Project! produced by The Occasional Collective in association with City of Sydney included prominent Aboriginal artist Bronwyn Bancroft and Aboriginal historical information was incorporated into the costumes of the Statues and the tours. The Banner Gallery also included a number of Aboriginal and Torres Strait Islander faces representative of the city's Aboriginal and Torres Strait Islander population.</p> <p>Art & About 2011 Associated Events are currently being reviewed and may include Aboriginal and Torres Strait Islander events if appropriate. Aboriginal and Torres Strait Islander content will be included in City-produced projects where appropriate.</p>	On Track
Support and promote Art & About to strengthen and develop the City's creative sector and provide opportunities to activate public spaces through the arts	<p>Planning for Art & About Sydney 2011 is well underway. In 2011, Art & About Sydney celebrates its 10th anniversary, with the festival theme - What If? The theme underpins all significant projects produced by the City for the festival, particularly the Banner Gallery. Sydneysiders were asked to respond to the question What If? online and 1300 responses were submitted. The 100 most thought-provoking, engaging and original responses are in the process of being selected and will be displayed on street banners for the 2011 Banner Gallery.</p>	On Track

Community centres

Provide programs, classes and events at local community centres to develop community capacity and participation in cultural and creative activities

In 2010-11, the 6 community centres in Ultimo, Pyrmont, the Rocks, Redfern, Woolloomooloo and Chippendale recorded about 440,000 attendances. Over 2150 programs were provided across the different centres, over 620 in partnership with other organisations. The centres recorded over 230,000 attendances at the programs.

Over 120 community events were organised by centres which attracted over 16,000 attendances.

New classes included sewing and women's health and wellbeing. Sport and fitness remain as popular as ever with memberships generally increasing and with over 55s fitness and outreach programs still developing well. Community events are also popular with high numbers attending the Camera markets and Vegan expos at Ultimo Community Centre.

Partnerships with Disability Access Australia at King George V (KGV) and the outreach programs in the gym at Juanita Nielsen Community Centre are still strong. Pine Street's art outreach classes continue to produce valuable outcomes for people with varying special needs and the partnerships being built with other organisations in developing such programmes is proving valuable.

Programs delivered for the Aboriginal communities, through Redfern Community Centre, continue to perform well. The 'On Track' youth into music industry program run in partnership with Virgin Unite which was so successful last year is back for another round this year, enabling young Aboriginal people to learn skills which will support them in developing careers in the music performance and recording industries. Family days continue to develop, offering a vibrant engaging event on a regular basis for the communities in Redfern.

On Track

Public Art

Implement the City's Public Art Conservation Program to restore and maintain public artworks in the City

Glebe Point Road Public Art: Earth v Sky full light test successfully completed.

Obelisk Macquarie St: Artpiece is being restored.

Public Art Restoration Projects:

- John Baptist Fountain - Tender documents are under design review.
- John Christie Wright Memorial Fountain: Request For Quote (RFQ) to be issued.
- El Alamein Fountain: Glory Hole and Light Shroud prototypes are being fabricated. Enhanced documentation near completion.
- Llanekelly Place Lights, Kings Cross Restoration Stage 1: Awaiting final report and recommendations.
- Haymarket Catenary Lighting Chinatown Restoration Stage 1: Conducting testing/research for LED lights.
- Material World Towers Railway Square (Condition Report, i.e. detailed assessment and recommendations for restoration): This project is on hold.
- Woolloomooloo Historic Mural Series (nine painted panels): The restoration of one panel is complete, two further panels will be removed for restoration. Specialists to be engaged to undertake the works.
- Sandringham Fountain - Conservators were engaged to investigate tile removal methodology to allow for hydraulic upgrade.
- Cenotaph - Specialists were engaged to undertake restoration.
- Marys Place, Darlinghurst: Text installed in Q4.

On Track

7.P.3 Support the development of creative industries				
Programs and Services		Progress To Date		Status
Creative spaces and creative industries				On Track
Work with the corporate sector, neighbouring local councils, and other levels of government to facilitate publicly and privately owned spaces for use by the arts community and creative industries to support creative 'hubs'		The City has supported over 1,500 emerging and experienced visual artists, performers, filmmakers and producers through the provision of spaces to work, create and collaborate for a total of around \$365,000 in revenue foregone through the year via the Accommodation Grants Program and the artists that access these spaces.		
		The City provides reduced rates of hire for City owned major and community venues; cash grants to organisations who provide space to artists and creative practitioners; and further Cultural Development support in the form of information and advice.		
		Under the Accommodation Grants Program, Council has approved organisations to become tenants of 107 Redfern St, Redfern and 60 William Street, East Sydney. These properties have been made available to artists and local community, cultural and Aboriginal and Torres Strait Islander organisations. The successful tenants are due to move into the space in Q1, 2011/2012.		On Track
Work with Arts NSW, Australian Business Arts Foundation (ABAF), the Creative Industries Innovation Centre and relevant peak bodies to support, enhance and encourage the development of creative industries		City of Sydney Cultural Development staff continue to work with Arts NSW across a number of projects including artist and creative spaces in the city, the UNESCO City of Film, the Cultural Facilities Audit, the NSW Aboriginal Arts and Cultural Strategy and the NSW Indigenous Arts Fellowship.		
		Staff have continued to work with colleagues from the Creative Industries Innovation Centre, NSW Industry and Investment, Events NSW and Screen NSW on areas such as increasing creative spaces in the City and the UNESCO City of Film program.		
7.P.4 Provide cultural leadership and strengthen cultural partnerships				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Cultural Strategy				
Prepare a coordinated cultural framework in consultation with the cultural and arts sector and other stakeholders	2013	45	The phases for the development of the Cultural Policy have been created and internal consultation has commenced.	On Track
Programs and Services		Progress To Date		Status
Cultural grants, sponsorship and partnerships				On Track
Provide direct financial grants and/or logistic support to a range of cultural activities including the Dictionary of Sydney, across all arts forms and across the local government area		In June 2011 Council resolved to provide the Dictionary of Sydney with funding for the next four years at \$200,000 per annum.		
		Partnerships, sponsorships and grants to cultural organisations and local festivals and events is ongoing and well established. Organisations that the City's Cultural Development staff have worked with recently include: Sydney Writers' Festival, Sydney Film Festival, Underbelly Festival, NAVA and the Sydney Fringe Festival.		

7.S.1 Key Performance Indicators

Key Performance Indicator	Unit	2008/09		2009/10		2010/11		2010/11 Result			YTD	Comment	Status
		Result	-	Result	19	Target	Q1	Q2	Q3	Q4			
Number of Aboriginal and Torres Strait Islander cultural projects supported by the City	No.	-		19	25	15	6	-	-	21		The City supports Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression through a variety of events and projects it produces, and events and projects it partners or supports financially through grants. The City has an ongoing project to collect oral histories related to Coloured Diggers, and supports a variety of events and celebrations as part of NAIDOC week.	On Track
As part of the 2010/11 grants rounds, the City allocated grants to eight cultural and community organisations for Aboriginal and Torres Strait Islander cultural projects. These include: Gadigal - Yabun Festival; PACT centre for emerging artists; Matchbox Pictures - My Place 2; Company B - An Aboriginal audience development project; Bell Shakespeare and Mooghalin Performing Arts - A project which combines Aboriginal story telling and Shakespeare to primary school children; Australian Museum - Eora Journey Exhibition; Sydney Observatory - The Shared Sky, an Aboriginal and Torres Strait Islander astronomy sculpture; Walla Mulla - NAIDOC Family and community celebration.													
In addition, the City supports organisations and festivals which produce, present and promote Aboriginal and Torres Strait Islander cultural events as a part of their programming. These include, but are not limited to, the Sydney Writers' Festival, Sydney Festival, Biennale and Sydney Film Festival.													
City staff are working with Aboriginal and Torres Strait Islander cultural organisations to improve their grant writing skills in order to increase their capacity to secure grants.													

Culture and creativity - Provide affordable space for artists to work and exhibit their wares										Status
Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	YTD	
Value of cultural grants provided by City of Sydney	\$ '000	3,056.3	4,222	-	603	-	-	2,539,000	2,539,603	On Track
Major festivals grants of \$2,539,000 which were approved in Q1 have now all been paid out and are reported in Q4. In August 2010, the City awarded 36 Cultural grants through the annual grants and sponsorship round. The total value of cash and value-in-kind was \$603,000. This was made up of cash grants to the value of \$445,000 and value-in-kind (venue and banner pole hire waiver) to the value of \$158,000. All other grants awarded in Q4 have been recorded against Community grants (refer to Key Performance Indicators section for Strategic Direction 6). These grants are made up of Quick Response Grants, Venue and Banner Pole hire waiver of fees.										
Number of arts organisations in creative spaces supported by the City of Sydney	No.	15	17	20	10	10	10	17	17	On Track
Through the Accommodation Grants Program the city provides spaces for artists across a range of artforms to create work in and to present their work. These include Gallery 4A, Darlinghurst Theatre Company, Glebe Music Program, Vibewire, PACT Centre for Emerging Artists, East Coast Theatre Company, Tom Bass Sculpture Studio, First Draft at the Riley Street Depot site, and Queen Street Studios at Hefron Hall.										
In May Council granted space to 107 Projects and Rinse Out Inc for the use of 107 Redfern St and 70b William street. They are due to move into their spaces in Q1, 2011/2012.										

8 Housing for a diverse population

A wider range of housing so people who provide vital City services can afford to live in the City

8.P.4 Facilitate and promote growth in the 'affordable housing' sector including by not-for-profit and other housing providers				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Affordable housing project				
Continue to develop sustainable, affordable housing projects	2012	65	The project is progressing satisfactorily. The project includes negotiation of a development agreement with Citywest Housing. When the agreement is complete they will begin construction, this is anticipated to start in 2012.	On Track
8.P.5 Facilitate and promote growth in the social housing sector to provide housing opportunities for those with very low incomes				
Programs and Services		Progress To Date		Status
Research Best Practice Models				
In partnership with other levels of government and the private sector, investigate strategies to support social housing models for people who are homeless, which are complementary to affordable and low cost rental accommodation models		City staff are working in partnership with Housing NSW, community housing providers, homeless outreach and corporate and philanthropic partners to develop alternative housing models which are looking at non-traditional pathways into housing such as redeveloping boarding houses and headleasing private properties as options for people exiting homelessness.		On Track
Social and Affordable Housing Partnerships				
Develop and manage partnerships with other levels of government, local councils, and community and private stakeholders on projects, initiatives that directly relate to facilitating the growth of social and affordable housing		City staff are working in partnership with Housing NSW, community housing providers, homeless outreach and corporate and philanthropic partners to develop alternative housing models which are looking at non-traditional pathways into housing such as redeveloping boarding houses and headleasing private properties as options for people exiting homelessness.		On Track

8.P.6 Promote partnerships and develop advocacy strategies for the delivery of housing for very low through to moderate income households				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Woolloomooloo Place Based Plan				
Develop a local Woolloomooloo plan to address homelessness that combines the efforts and resources of multiple stakeholders while integrating the targets and priorities of state government	2012	50	The annual requirements of this project have been completed and the next stage will continue in 2011/12. City staff are working with community organisations in Woolloomooloo, resident representatives, homeless consumers, homelessness services and corporate and philanthropic partners on an overall strategy to reduce homelessness in Woolloomooloo. The plan is focused on increasing the opportunities available to people experiencing homelessness in the area to enter long term supportive housing and will include the recent initiative to house 70 rough sleepers. It aims to improve amenity in the area, reduce the impacts of rough sleeping and engender a more inclusive community in the area.	On Track
Programs and Services				
Research, collaboration and advocacy				
Undertake research to fill the gaps in knowledge of housing issues in the City, and use this research to advocate with other levels of government and the community to increase the amount of affordable housing in the City. Work in cooperation with other inner Sydney councils and provide representation on the State Government Planning Committee and the Council of Capital City Lord Mayors Homelessness Committee to address housing issues at a regional level	Progress To Date		City staff are working on research that will assess the costs of homelessness in an inner-city area versus the costs of providing people with supporting housing. City staff have also contributed to research done by others that investigates the role of affordable housing in ending homelessness and the efficacy of supportive housing and street-to-home models for housing homeless people. Participation on the planning committee of the Regional Homelessness Action Plan is ongoing - this Committee has overseen the implementation of a number of innovative programs for the Coastal Region of NSW.	On Track

8.S.1 Key Performance Indicators

Affordable housing -

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

Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	Q1	Q2	2010/11 Result	Q3	Q4	YTD	Comment	Status
Affordable housing units resulting from affordable housing levy (Ultimo/Pymont) - Annual figure only (program to date). Target at end of scheme - 600	No.	446	446	-	-	-	-	-	-	-	The affordable housing units for this program are delivered by City West Housing, a NSW registered affordable housing provider that receives funds from the affordable housing levies required by the South Sydney and Sydney (Ultimo/Pymont) LEPs. Although City West have not delivered any new Units this year, the City directly supports the affordable housing provider activities by LEP amendments that require an affordable housing component (eg Bay Street Glebe), providing City of Sydney controlled land through an Expression of Interest process to affordable housing providers (City West, South Sydney Hospital Site) and the provision of land through the Harold Park VPA and rezoning process which will be for affordable housing purposes.	On Track
Affordable housing units resulting from affordable housing levy (Green Square) - annual figure only (program to date). Target at end of scheme - 330	No.	45	102	-	-	-	-	-	-	-	City West Housing, a registered affordable housing provider, is responsible for this indicator. The revenue generated by the affordable housing levies required by South Sydney and Central Sydney LEPs are remitted to City West who buy development sites, construct units and manage the buildings and tenancy arrangements. The City helps affordable housing providers by providing its own land for affordable housing opportunities (former South Sydney Hospital Site), negotiating land through the VPA rezoning process (Harold Park) and securing affordable housing stock through LEP controls (Bay Street Glebe Affordable Housing project).	On Track

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	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Result Q3	2010/11 Result Q4	YTD	Comment	Status
Number of people helped out of homelessness	No.	-	-	50	9	8	13	14	44	In Q4, 14 people were assisted by Way2Home to exit homelessness into long-term supportive housing or other forms of long-term secure accommodation, with a total of 44 people over 2010/2011.	On Track
Number of people who were prevented from becoming homeless (target - 15% of all brokerage outcomes)	No.	-	-	-	45	68	71	64	248	Note that the Q1 figure has been corrected in this report. In Q4 the Brokerage Program provided assistance to 315 people. Of those assisted, 64 referrals or 20 per cent resulted in the prevention of a person or persons from falling out of stable accommodation and into homelessness. Over the year 2010/11 the Brokerage Program provided assistance to 1,165 people. Of those assisted, 248 referrals or 21 per cent resulted in the prevention of a person or persons from falling into homelessness.	On Track
Number of dwellings made available to homeless and other disadvantaged groups as a result of housing partnership projects	No.	-	-	20	9	-	-	7	16	Overall, the number of homes provided to Way2Home outreach clients as a result of partnerships is only seven in 2010/2011. However, this number reflects those homes that were 'available' by the end of the period. A commitment to find another 90 tenancies through community housing partnerships (20) and the availability of funds for headleases in the private market (70) has been given by Housing NSW and community housing providers. It is expected that Way2Home will have opportunity to house up to 100 people in the coming 12-18 months.	On Track
Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Result Q3	2010/11 Result Q4	YTD	Comment	Status
Number of homeless people participating in voluntary, educational or employment opportunities	No.	-	-	40	17	2	14	1	34	Whilst the services participating in the Homelessness Hub in Woolloomooloo delivered four training (1) and employment (3) outcomes for people in the last financial year there is no evidence to indicate that these outcomes are being achieved for people experiencing homelessness on a large scale. City staff are exploring other projects that might improve these outcomes for vulnerable people. No homeless persons did any voluntary work with the City in the last quarter. In total over the year 30 different people with experience of homelessness have worked with the City on Street Counts.	Watch

9 Sustainable development renewal and design

High quality urban design will bring liveability and greater sustainability

9.P.1 Ensure renewal areas make major contributions to the sustainability of the City				
Programs and Services		Progress To Date		Status
Oversight and advocacy				
Work with the NSW State Government and the private sector in redevelopment of renewal areas, particularly areas such as Barangaroo, the Carlton United Brewery Site, Ashmore Estate, Harold Park and Green Square to ensure they are places for people, and that all sustainability initiatives come together		Green Square - Continuation of Premiers Dept Steering Committee dependent on Premier's Memorandum of Understanding (MOU). Barangaroo - Planning Reference Group and Technical Working Groups have been on hold until Inquiry is complete. Frasers (Carlton United Brewery) - The City is working with Frasers to provide green infrastructure for stakeholders in the broader precinct (like UTS) and possible links with City's ultimate masterplan.		On Track
9.P.2 Define and improve the City's streets, squares, parks and open space, and enhance their role for pedestrians and in public life				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Public Domain design				
Develop public domain design codes for Sydney Streets, Sydney Parks and Sydney Signage for coordination with all City of Sydney strategies and plans	2012	50	Sydney Streets Code has been adopted as an Interim document and was placed on public exhibition in February - March 2011. Expressions of Interest for the development of public domain furniture items such as seats, bubblers, bollards, cafe barriers and pedestrian light poles was issued in July 2011. Scoping and site assessment for the Wayfinding Strategy has commenced. Tender for the engagement of a specialist wayfinding signage team will be undertaken in Q1 2011/12.	On Track
Develop public domain design codes for Sydney Lights	2012	5	Review and assessment of the City's lighting codes and technical guidelines are under way. These will be informed by the results from the LED lighting tender. Once completed, a new Lighting Code will be drafted.	On Track
9.P.3 Plan for a beautiful city and promote design excellence				
Programs and Services		Progress To Date		Status
Design Advisory Panel				
Expert panel to advise on public domain, park projects and major development applications	The Design Advisory Panel's work is ongoing with monthly meetings providing expert advice to Council staff on key projects and development. The panel has been reappointed for another term.			
On Track				

9.P.4 Continually improve development controls and approvals processes to minimise compliance and supply side costs				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Community access to development applications				
Stage One - Display DA Determination Documents from November 2011 for public access via the web	2011	100	Stage one is complete. Development Applications (DAs) are now available from November 2004 and new DAs are added as they are approved.	Complete
Stage Two - Work in conjunction with IT to upgrade development information mapping system for public access via the web	2011	20	This project is not yet due to commence IT has implemented the new mapping system and improvements to the information available on the web are under way.	On Track
Programs and Services				
Laneways Business Approvals				
Work with relevant authorities and partners to streamline the processes for approving set up of new small bars and other fine grain businesses in City laneways. Provide guides and make information available to the public	This is an on-going process. Weekly meetings with the Small Bars Association chairman are currently scheduled. Regular responses are made to media enquiries which have resulted in significant press informing the public of small bar openings. There are now 42 small bars.			
Licensed Premises				
Inspect and monitor licensed premises to ensure compliance with regulations and development consents, in addition to addressing community concerns and safety. Continue night inspection activity and joint inspection operations with Police and Office of Liquor and Gaming, focussing on high risk premises	Scheduled after-hours compliance enforcement inspections at licensed premises with trial period development consents on target. Advisory letters sent out for trial DA's that are due to lapse and Warning letters sent to businesses identified as operating under a lapsed consent. Co-ordination with Rangers continuing for streamlining complaint management regarding noise and licensed premises follow ups. Noise affecting residential amenity remains a main issue for complaint. Joint operations with police targeted problematic restaurants that morph into nightclubs where significant breaches to liquor laws, development consent conditions and food health standards were identified.			
Building Inspections				
Inspect building construction works, and initiative appropriate, effective and prompt action where necessary to ensure compliance with conditions of consent. Critical stage inspections will be carried out within 48 hours where City of Sydney is the appointed principal certifier	100% of critical stage inspections were undertaken within 48 hours. The ongoing inspection and monitoring of building sites by the Construction Liaison staff has resulted in compliance with DA conditions and the appropriate public way permits being sought for external activities.			

Public Health Inspections		On Track	
Undertake inspections of food premises to monitor safety regulations with the aim to achieve greater compliance by food businesses. Review alternative methods to provide the public with access to results of food inspections, such as hygiene ratings displayed on doors of premises. Introduce a licensing system for temporary food stalls. Undertake inspections of public pools and sex premises to monitor compliance with safety regulations. Inspect Cooling towers that have been categorised as high risk, which have been identified by the risk audit matrix, as recommended by NSW Health	Health Inspections were part of the State Pilot for Scores on Doors Program with scores of participating premises posted within premises and a list of scores also provided on our web site. The team plans to continue with the scheme through the state-wide 12 month trial beginning August 2011. The Licensing system for temporary stalls was introduced at the beginning of the financial year with 672 temporary food applications being approved. A streamlined system has been developed for introduction in 2011/12. Inspections of sex premises were completed targeted at those determined to be high-risk.		
Inspection of high risk cooling towers is now complete. Pools and Spas were all completed this quarter and continued monitoring of all pools is being maintained with 8 non-compliances.			
Fire Safety		On Track	
Ensure compliance with fire safety regulations through regular monitoring of properties, investigation of complaints, and monitoring of the City's Annual Fire Safety Statement Register	The fire safety team continue to ensure compliance with fire safety regulations through regular monitoring of properties, investigation of customer queries relating to fire safety and Annual Fire Safety Statements and monitoring of the City's Annual Fire Safety Statement Register.		
Customer requests were actioned and investigated within target timeframes. Regular proactive inspections are carried out on high risk buildings such as boarding houses, backpackers and brothels. The Essential Services Backlog continues to be reduced and is regularly monitored.			
Public Health Education		On Track	
Provide access to educational information and seminars for relevant operators on public health matters related to food safety, legionella control, swimming pool and spa pool education and skin penetration practices	Health Inspectors delivered regular food hygiene seminars throughout the year, two courses were provided in Q4, including one delivered in Cantonese. Packs of information targeted at skin penetration premises were prepared to be sent out at the beginning of 2011/12 to all skin penetration premises.		
The educational DVD regarding pools and spas has been delayed due to one being produced by NSW Health for skin penetration. This is to be resumed later in the year. The pool and spa workshop/seminar is planned for November 2011.			
9.P.6 Plan for the longer term structure of the City			
Major Projects	Completion Date	% Complete Progress To Date Status	
City Plan (LEP and DCP)			
Subsequent reviews of the City Plan to further address longer term issues within Sustainable Sydney 2030	2013	5 This project is yet to commence as the City Plan is not complete.	On Track
Continue to refine development controls and assessment processes that activate small scale and diverse uses at street level and near street level.			

9.S.1 Key Performance Indicators

Development assessment - Continually improve development controls and approvals processes

Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Result			Comment	Status
					Q1	Q2	Q3	Q4	YTD
Number of development related applications lodged (Includes DAs, modifications, footway usage and reviews of consent)	No.	2,956	3,075	-	1,020	894	734	919	3,567
Percentage of DAs determined - Residential	%	26	26.25	-	30.54	32	40	37	34.89
Percentage of DAs determined - Commercial	%	65	65.5	-	59.34	58	53	52	55.59
Percentage of DAs determined - Other	%	9	8.25	-	10.12	10	7	11	9.53
Average processing time for construction certificates	Days	7.5	7.43	10	7	8	7	8.1	7.53
Average assessment time for development applications (including joint applications)	Days	47.5	47.2	40	45.2	45.4	45.6	47.1	47.1
Average assessment time of notified DAs (including s96) determined from time of lodgement (target is for 95% of applications)	Days	57.2	52.9	60	47.9	48.9	51	50.5	50.5
Average assessment time of non-notified DAs (including s96) determined from time of lodgement (target is for 95% of applications)	Days	27.2	23.1	30	20.4	21.7	22	22.1	22.1
Average assessment time for Footway Usage Applications determined from date of lodgement (Target is for 95% of applications)	Days	-	-	60	58.57	60.2	59.5	56.9	56.9

Year to date average assessment times are higher than the target as application numbers are approximately 10% higher than the previous year.

Compliance and regulation -
Sound, effective and efficient processes for the assessment and regulation of the built environment resulting in safe, quality buildings and urban environments

Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	YTD	Comment	Status
Number of high and medium risk mandatory food premises inspected	No.	2,006	2,990	3,000	618	779	718	643	2,758	<p>Routine inspections were made to 643 food premises in quarter 4.</p> <p>In addition, 62 temporary food stalls were inspected this quarter, 36 food premises final inspections to businesses and to 38 food premises to investigate food related complaints.</p> <p>Overall 2,731 routine food inspections were completed this financial year which equates to 91% of the original target of 3,000. The original target of 3,000 was based on the number of high and medium risk food premises in the city. Since the original target was set, the City of Sydney has developed a new risk rating system, in conjunction with the NSW Food Authority, that classifies 2,558 premises as high or medium risk.</p>	Watch
Number of voluntary high risk cooling towers inspected	No.	-	-	185	27	46	59	85	217	<p>A full risk rating system is now in place which will ensure appropriate targeting of resources and inspection of all high risk systems.</p>	On Track

10 Implementation through effective governance and partnerships

Partnerships across government, business and community; leadership in local, national and global city forums

10.P.1 Align corporate planning and organisational arrangements to deliver Sustainable Sydney 2030 priorities				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Organisational alignment with Sustainable Sydney 2030				
Review and redevelop the organisation's structure, processes and systems to support the delivery of Sustainable Sydney 2030	2014	60	The structure of the City's corporate and strategic units have been reviewed to better support the City's goals. A business improvement review of Health and Building has commenced. A range of corporate processes and systems have been improved including the City's risk management, project governance and business planning.	On Track
Organisational development				
Develop a comprehensive workforce plan to support the delivery of Sustainable Sydney 2030 and plan for future workforce challenges	2014	75	The City's Workforce Strategy 2012-2015 was finalised and endorsed by Council as part of the adopted Integrated Planning & Reporting plans in June 2011. Detailed strategies are now in preparation as part of the action plan.	On Track
Integrated planning and reporting				
Align and integrate all City of Sydney plans and strategies in a Delivery Plan in line with the Department of Local Government Integrated Planning and Reporting requirements	2011	100	Council on 27 June 2011 adopted a full suite of plans that integrate the major strategies, projects and actions and incorporate all requirements of the Integrated Planning and Reporting requirements. The plans adopted were the Community Strategy Plan (2011), Resourcing Strategy (2011), Corporate Plan 20120-2015 (Delivery Plan) and Operational Plan 2011/12.	Complete
Implement a sustainable reporting framework for both Sustainable Sydney 2030 and the City of Sydney Corporate Plan and Annual Reports	2011	100	The 2010/11 requirements of this project are completed, but the project is scheduled to continue until 2012/13. A reporting framework is being developed and progressively implemented for various dimensions of Sustainable Sydney 2030 and corporate outcomes. This will be integrated with the reporting requirements of the new Integrated Planning and Reporting legislation from 2011/12, especially with regard to the Annual Report. A major project is well advanced for the establishment of Community Indicators to measure the wellbeing of the Local Government Area as a new dimension of Sustainable Sydney 2030 reporting in future. Major projects and programs are reported as part of the Quarterly Report on the Corporate Plan and Annual Report. A Sustainability Report covering key environmental sustainability elements (emissions, water and waste) is now a regular part of this quarterly reporting and is being regularly enhanced.	Complete

Enterprise Risk Management				Watch
Implement an Enterprise Risk Management Framework with standard risk identification, rating and reporting structures across the organisation	2012	70	Enterprise Risk Management has now been re-titled as the Risk Management Program. Implementation continues to be focused on ensuring that risk management becomes part of business as usual. Work has focused on including risk management reports (plans) in the division and business unit plans, developing a suitable format for projects (project lifecycle), development of a manager's handbook for easy use and reference. A Risk Management maturity evaluation has been undertaken with the report due early in 2011/12.	
10.P.2 Give priority to community involvement, engagement and partnerships with the City of Sydney				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Electronic Communication and Business				
Develop a comprehensive new web presence to enhance communication and services to the public; provide portals to educational information and public records	2014	25	<p>The Web project has three distinct phases:</p> <ol style="list-style-type: none">1. Redevelopment of the website with enhanced communication, access to information and public records2.. The development of a customer database so the City has comprehensive information regarding the people and organisation with which we interact; and3. The Online Business Gateway which will allow the people and organisations with which we interact to undertake many of those interactions through the internet. <p>The first is nearing completion. During 2010/11 requirements were gathered, creative and branding work was undertaken, the design was completed and the company which is to build and implement the new internet presence was selected. The development and implementation is to take place over the next 3-4 months and the new City of Sydney website is scheduled to go live in late 2011.</p> <p>Projects 2 and 3 begin in 2011/12, although preparatory work was undertaken during 2010/11 and a project manager engaged. Both projects are planned to be completed by June 2013 although the work to bring business facilities online will continue.</p>	On Track
Programs and Services				
Community engagement and consultation				
Consult with community, business and key stakeholders to assist in the development and delivery of City of Sydney projects and services. Facilitate Community and Access Forums to promote public participation and ensure all members of the community have an opportunity to provide input into Council decision making processes. Provide information to increase community participation in, and awareness off, the City activities, facilities and projects	Progress To Date		Status	
The City held several stakeholder meetings during this quarter including: four Public Housing meetings; a Retail Loss Prevention & Safety seminar, an access forum, a Green Square Community Update, a City Switch Cafe Series event, a roundtable for the Darlinghurst Business Community, a Talking Shop Retail Forum, a Business Forum with Ross Garnaut, a Design Excellence Forum with industrial designer Marc Newson, two briefings with Prof Juan Pablo Bocrejo and the launch of the Better Buildings Partnership.			On Track	
An extensive consultation was also undertaken for the Night Time City Policy. This included five Community Forums, three focus groups, a sector roundtable and a stakeholder workshop.				

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Long term financial planning				
Refine the long term forecasting model and further develop the long term financial strategy	2010	100	Long term financial model finalised and results incorporated into the Long Term Financial Plan as part of the City's Resourcing Strategy (2011). The plan includes forecasts over the next ten years for revenue, expenditure, balance sheet and cash flow items. The City's long term financial strategy was articulated within the Resourcing Strategy.	Complete
Asset Management				
Implement a corporate asset management system mapping and itemising the City's assets. Develop long term asset management plans and models for infrastructure assets	2014	70	<p>Implementation of the Corporate Asset Management System (CAMS) commenced in 2009/10 and continued through Q4. Phase 2 (of 3), comprising Parks and Open Spaces, Trees, and Aquatic Facilities, commenced November 2010 and is advancing towards completion with a Go Live in Q1 2011/12. Some interface items were transferred to Phase 2, there are developing well, the delay is due to the interaction with other corporate systems. When fully implemented the system will capture details about the City's assets including location, type, age, value, condition and maintenance history. To date, details of 5,500 sites and 190,000 assets have been captured.</p> <p>Data collection projects related to Drains, Parking and Regulatory signs and Roads (including Footways and Kerb and Gutter) are complete. The updated data will now be entered into CAMS. Parks inventory and Street Furniture data collection is continuing. The comprehensive Land and Buildings review is progressing well. This will improve the CAMS datasets and provide better information on the condition of the City's assets.</p> <p>The City's response to the Integrated Planning and Reporting Framework includes:</p> <ul style="list-style-type: none"> • Adoption of the community Asset Management Strategy (2011) being a summary of critical assets. • Development of Asset Management Plans for critical assets - fleet is complete; roads, bridges, properties, parks and trees, public lighting, cliffs and retaining walls are in the draft stage and are under review. • Development of a 10 year infrastructure funding model, based on best available or updated asset data. • Review and update of the City's Asset Management Policy and Strategies - Policy adopted and Strategies review completed with draft report being assessed. 	On Track

Programs and Services	Progress To Date	Status
Improve business performance		On Track
Undertake regular budget, business and performance reviews of City of Sydney business units to ensure they are delivering on objectives and providing best practice and value for money. Ensure best practice procurement and contract management focused on value for money, minimised risk and improved sustainability	A Health and Building Unit review is being undertaken by an external provider. Procurement contract reviews are ongoing.	
Property Asset Strategy		On Track
Business cases and feasibility analyses to determine Property Strategy direction for portfolio assets	Through the 2011/12 budget process medium term strategies for all buildings were considered.	
10.P.4 Establish and monitor partnerships for change		
Programs and Services	Progress To Date	Status
Local and regional partnerships		On Track
Strengthen local and regional partnerships through consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community. Partnerships include Southern Sydney Region of Councils, Inner City Mayors Forum, City of Sydney Business Forums, Industry Forums, and Roundtable discussions	Several Business Forums, Roundtables and Industry Forums were completed. These were the Darlinghurst Community Round Table, two forums with Professor Juan Pablo Bocrejo, a Business Forum and Industry Forum with Professor Ross Garnaut and an industry forum with Marc Newson. In addition a Retail Forum - "Talking Shop" and a City Switch Forum was also completed. There was continued ongoing partnerships with the Southern Sydney Region of Councils and the Inner City Mayors Forum. The City will also be hosting the next Inner City Mayors Forum meeting in July 2011 to discuss regional issues such as affordable housing and the Inner Sydney Regional Bike Network, as well as major City initiatives such as the late night economy and green infrastructure.	
International partnerships and sister cities		On Track
Utilise international partnerships and sister cities programs to provide for 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. Work with the NSW State Government and Chinese government to promote economic development and cultural exchange between China and the City. Manage international delegations to provide positive cultural and economic outcomes for the City	The City continued to promote information exchanges with international cities, hosting international delegations and meeting with consular staff. Councillors and staff met with representatives from the Portsmouth - Sydney Sister City Committee, delegations from the City of Gwangyang, China and Hubei Province, the Ambassadors of the Republic of Zimbabwe and the Kingdom of Jordan, the Consul General of Turkey and a delegation from Seoul, South Korea.	
State and national partnerships		On Track
Strengthen state and national partnerships through consultation, advocacy and knowledge exchange to improve decision making and facilitate the achievement of shared objectives. Partnerships include Infrastructure Australia and the Council of Capital City Lord Mayors (CCCLM)	The City continues to liaise closely with the CCCLM and Infrastructure Australia on policy issues, funding opportunities and knowledge sharing. The next meeting of the CCCLM, which will include representatives from Infrastructure Australia, is scheduled for late July 2011.	

10.P.5 Consider innovative financing and funding approaches			Status
Programs and Services	Progress To Date		
Development contributions			Watch
Review current development contributions plans and update where necessary in light of recent planning reforms	The review of the City's current approach to contributions planning is progressing and incorporates a review of the Ultimo Pymont S94 plan, an economic impact study and a review of open space acquisition methods. A report to Executive is to be progressed prior to a Council report to seek direction on proposed approach.		
Rates and charges			On Track
Investigate the introduction of a sustainability levy	Initial scoping of requirements has commenced in light of IPART rate determination procedures for 2010/11. Further work will be required over the coming year to determine needs, impacts and regulatory issues.		
Property investments			On Track
Identify a prime "A" Grade commercial property for acquisition to assist with creating a sustainable revenue stream	Project completed. Major "A" Grade commercial property purchased during Q1. Property division to continue to action long term acquisition and divestment program.		
10.P.6 Review and monitor the development and implementation of Sustainable Sydney 2030			Status
Programs and Services	Progress To Date		
Sustainable Sydney 2030 report			On Track
Provide reports to the community on progress of Sustainable Sydney 2030. Provide major four yearly reports to Council and the community on targets set in Sustainable Sydney 2030 and broader sustainability indicators for the city	Reporting to the community on the progress of Sustainable Sydney 2030 commenced in July 2010. The next major update is scheduled for August 2011. A framework of Community Indicators (broad sustainability indicators) for the City is currently being developed and this major project is well advanced, for Council consideration early in 2011/12. These indicators will be used to inform the progress of Sustainable Sydney 2030 and the major four yearly reports on strategic targets which will commence in 2012.		
10.P.7 Participate in broader governance reform processes			Status
Programs and Services	Progress To Date		
Reform			On Track
Lord Mayor's participation in the Australian Council of Local Governments, with Mayors from across Australia, the Prime Minister and Federal Government Ministers	A meeting of the Australian Council of Local Governments was held in late June 2011. The Council of Capital City Lord Mayors, including the City of Sydney, was represented by the Chair, Lord Mayor Valentine, Lord Mayor of Hobart. Discussions focussed on constitutional recognition for local government and a review of the Federal funding grants to local government. The City will continue to provide comments in collaboration with the Council of Capital City Lord Mayors (CCCLM).		
Assess and make submissions to NSW State and Federal Government policy matters where applicable	The City has continued to make submission to the State and Federal Governments on matters impacting on the City, our workers, visitors and residents. Some of those have included submissions to the Independent Review of Barangaroo, the Productivity Commission on Airport Pricing, Investment and Services Review, the NSW Special Commission of Inquiry Electricity Transactions, the Concept Plan for Wynyard and the Draft Built Environment Plan 2 for Redfern/Waterloo developed by the Sydney Metropolitan Development Authority.		

10.S.1 Key Performance Indicators

Key Performance Indicator				2010/11 Result					Comment		Status
Unit	2008/09 Result	2009/10 Result	2010/11 Target	Q1	Q2	Q3	Q4	YTD			
GIPAA Formal Access Applications received (history prior to 1 July 2010 relates to Freedom of Information (FOI) applications)	No. 16	13	-	-	-	-	1	1	One Formal Access Application received and determined during this quarter. Previous Formal Access Applications received have been treated as Informal Applications due to the information being publicly available and not requiring consultation with external third parties. All monies received were refunded or returned.	On Track	
GIPAA Formal Access Applications responded to in full and part (history prior to 1 July 2010 relates to Freedom of Information (FOI) applications)	No. 16	16	-	-	-	-	1	1		On Track	
GIPAA Formal Access Applications withdrawn	No. -	-	-	-	-	-	-	-		On Track	
GIPAA Formal Access Applications refused (history prior to 1 July 2010 relates to Freedom of Information (FOI) applications)	No. 2	3	-	-	-	-	-	-		On Track	
Number of appeals against formal GIPAA decisions (history prior to 1 July 2010 relates to Freedom of Information (FOI) applications)	No. 2	1	-	-	-	-	1	1	One Internal Review Application received and responded to during this quarter.	On Track	
GIPAA Information Access requests received (history prior to 1 July 2010 relates to Information Requests under Section 12 of the Local Government Act)	No. 5,440	4,578	-	1,728	1,571	1,391	1,462	6,152	The count only includes Informal Access Requests that are registered. The call centre has been dealing with requests for development assessment consents directly without the need for completion of forms. Additionally, there are a greater amount of development application consents and planners reports on the website, reducing the need to make written requests.	On Track	
Complaints upheld re corruption or maladministration (measured annually)	No. -	-	-	-	-	-	-	-		On Track	

Workforce and Organisational Development										
Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Result Q3	Q4	YTD	Status
Approved full time equivalent (FTE) establishment positions	No.	1,687.74	1,743.96	1,764.46	1,764.7	1,767.7	1,767.27	1,767.58	1,767.58	On Track
As reported in Q2, three additional positions were added based on business need and approved by the CEO. These three positions were a Business Precinct Coordinator, an Enabling Cycling Project Coordinator, and an Economic Development Coordinator - Retail.										
Vacancy rate	%	6.8	7.1	-	7.14	7.28	6.82	6.62	6.97	On Track
The vacancy rate is steady.										
Lost time injury frequency rate	No.	6.65	12.58	-	4.4	13.5	12.4	14.5	11.2	On Track
In Q4 there was a slight increase in lost time injuries for the quarter from eight to nine in comparison with Q3. Also there was a decrease in hours worked over the period (due mainly to public holidays), resulting in a higher lost time injury frequency rate (LTIFR) for the quarter.										
Staff in formal further education (annual)	%	5.2	5.2	-	-	-	-	6.06	6.06	On Track
6.1% of employees (106 employees) undertook formal education as part of the City's Higher Education program. This represents a 17% increase on the equivalent figure from 2009/10.										
Customer Service										
Key Performance Indicator	Unit	2008/09 Result	2009/10 Result	2010/11 Target	2010/11 Q1	2010/11 Q2	2010/11 Result Q3	Q4	YTD	Status
Number of calls received by customer call centres	No.	-	243,282	-	59,980	58,628	59,788	59,917	238,313	On Track
Call volumes in line with forecasting. Of the total call volume received calls received during office hours (at OSS) accounted for 93% of total and After Hours Centre for 7% of total.										
Percentage of calls answered within 20 seconds	%	84.5	84	80	81	81	75	88	88	On Track
Percentage of calls completed at first contact	%	-	70	70	68	68	67	67.54	67.64	Watch
Calls completed at first contact did not meet target. Impacted by trainee staff on phones during Q4. New quality assurance training for all agents is underway and will see KPI achieved by Q2 2011/12.										
Customer satisfaction from Mystery Shopper Survey	%	85.5	86.25	85	86	86	80	84	84	Watch
Organisational performance for Q4 fell just short of target. Telephone performance in some business areas continues to be of concern and this is being monitored.										
Customer requests actioned within agreed service standards	%	95.25	94	85	95	94	95	95	94.75	On Track
Customer Requests were completed well within KPI across all Divisions for Q4.										

11.P.1 Parking Stations					Status
Major Projects	Completion Date	% Complete	Progress To Date		
Goulburn Street Parking Station					
Upgrade parking station	2014	50	South Facade: The project has reached practical completion in May 2011. Defects rectification work is near completion. Consultation with key stakeholders regarding artwork is ongoing. North-East-West Facades: Scoping Report is being prepared for Council Meeting in Q1 2011/12.		
Programs and Services					Status
Improve parking station performance					On Track
Improve the utilisation of parking stations, particularly Goulburn Street. Improve Kings Cross Car Park facilities to provide better access to Kings Cross Village					
The closure of Bourbon and Beefsteak restaurant has affected casual parking utilisation of Kings Cross car park. However, the number of permanent parkers at Kings Cross continues to steadily increase.					
Improve parking meter performance					On Track
Improve parking meter performance through meter upgrades and improved credit card technology					
118 selected Duncan MX parking meters are currently being upgraded with technology allowing for live credit card transactions, eliminating delayed bank transactions and ensuring all cards used are current and valid. Improved credit card processing software is also being rolled out to block card types which experience above average default transactions.					
Encourage use of environmentally friendly vehicles					On Track
Introduce parking fees which give preferential treatment to eco-friendly vehicles at parking stations and on the City's streets					
The new fees and charges for 2011/12 allow for discounted monthly fees for permanent clients with eco-friendly hybrid vehicles.					

Key Performance Indicators														
Key Performance Indicator		Unit	2008/09 Result	2009/10 Result	2010/11 Target	Q1	Q2	2010/11 Result		Q3	Q4	YTD	Comment	Status
Occupancy rate of parking stations		%	-	69.6	85	71	66.1	69	69.7	69.7	Occupancy of Goulburn Street Car Park was 74% and the new management contract and associated marketing strategies should see increased occupancy rates through 2011/12. Rooftop patronage at Goulburn Street Car Park continues to grow and the Haymarket district is becoming more popular, further supporting occupancy of the Goulburn Street Car Park. Occupancy of the Kings Cross Car Park was 65%. The closure of Bourbon and Beefsteak in Kings Cross has had a impact on casual patronage. However, permanent parkers have continued to increase. Occupancy targets have been benchmarked and reviewed for 2011/12, with separate targets established for each car park.			Watch
Percentage of parking station customers with eco-friendly vehicles		%	-	5	-	5	5	5	5	5	Parking fees have been approved for 2011/12 to provide incentives for eco-friendly vehicle drivers. It is anticipated that as low emission hybrid and electric vehicle numbers increase, so will their occupancy at Council car parks. The introduction of electric vehicle charging stations in Council car parks during 2011/12 will also attract and support low emission vehicle occupancy.			On Track

