

City of Sydney – Operational Plan Report – Quarter 2 2020/21

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1 A globally competitive and innovative city

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

1.1 Plans are in place to accommodate growth and change in the city centre and other key economic areas.

Major Programs	Progress To Date	Status
City Planning		
Conduct strategic studies and reviews to inform planning control amendments that protect and grow jobs in line with the Local Strategic Planning Statement.	The Central Sydney Planning Strategy and revised planning proposal identifies opportunities for employment growth. It was placed on public exhibition with consultation events for community, stakeholders and industry. Submissions were reviewed and final planning controls were approved by Council and Central Sydney Planning Committee in December 2020. The City will now implement the controls with the NSW Government. Planning and Urban Design Studies to protect and grow jobs are being carried out for Botany Road Corridor, Oxford Street and Enterprise Lands.	On Track
City Development		
Provide strategic input into State Government and major public or private development projects to ensure that public domain outcomes support public life, activation, and are integrated with surrounding areas.	The City has ongoing involvement, input and advocacy as required into state government led projects including Circular Quay, Central Station, Metro station precincts, North Eveleigh precinct, Redfern Station upgrade, and Hickson Road (the Hungry Mile) at Barangaroo. Major private development projects include AMP Circular Quay precinct, Alfred and George Street Circular Quay and Green Square urban renewal area.	On Track
Service Delivery		
Deliver City Services to meet the needs of a Global City.	The draft City Services Vision is in the final stages of completion.	On Track

1.2 The city economy is competitive, prosperous and inclusive.

Major Programs	Progress To Date	Status
Economy		
Continue to implement the OPEN Sydney Strategy to develop a vibrant, safe and sustainable night time economy that offers a diverse range of leisure and entertainment options for all ages and interests, with inviting and safe public spaces, easily accessible information and connected transport.	In October 2020 Council approved fee waivers and changes to the City's Outdoor Dining Guideline, streamlining the approval process for outdoor dining on footways and in reallocated road space to support recovery of hospitality businesses. The City's Nightlife and Creative Sector Advisory Panel met twice to discuss key issues and needs in light of the pandemic. Their feedback has helped inform the City's approach to supporting businesses. Many recommendations made by the City were included in the Liquor Amendment (24-hour Economy) Bill 2020 and will strengthen the City's Open and Creative planning reforms, which are being finalised post public exhibition. These reforms will enable later trading shops and businesses, more small-scale cultural activities and better sound management for nightlife and live music venues. The City provided input into the NSW Government 24-Hour Economy Strategy for the Greater Sydney Area, which was launched on 14 September 2020.	On Track

Develop and implement the International Engagement Framework focused on promoting Sydney globally.	The City has continued to progress initiatives to support international students and businesses to engage globally, guided by the Economic Development Strategy. The City participated in a virtual global seminar on international education "The Promotion of Cities as Study Destinations". The event aimed to champion global cities' work in supporting the sector during Covid-19 and share insights on promoting cities towards international students post Covid-19. The seminar attracted a live audience of 356 and 318 viewers of the post recording. Haymarket HQ has completed the Sydney Landing Pad program, supported by the City through Knowledge Exchange Sponsorships. The program successfully recruited 17 international high-growth small to medium sized enterprises and scaleup organisations and provided them with knowledge and connections necessary to set up in Sydney. The program helps retain and attract international talent, grow jobs and position Sydney as a major innovation hub in the Asia Pacific region.	On Track
Implement priority projects and programs from the Retail Action Plan that create great experiences, build capacity and resilience, remove barriers, and engage with the sector.	<p>Retail trade is down 8% in the period July to September 2020 (compared to the same period in 2019). To support the sector the City has continued to engage with the sector to gather evidence of impacts and needs as we turn our attention to recovery.</p> <p>During the October to December quarter the City encouraged retailers and major shopping centres to work with the creative/cultural sector and apply for CBD activation grants. \$3m has been approved in grant funds to support the activation of the city and in particular, the retail, tourism and hospitality sector.</p> <p>In addition the Alfresco program was launched to support the retail, food and beverage sector to encourage food and beverage businesses to apply for outdoor dining permits at no cost until October 2021 to help activate the local government area.</p>	On Track
Implement priority projects and programs arising from the Tech Start Up Action Plan to support the growth of the tech start-up ecosystem.	<p>The Business Innovation Space (currently under construction at 182 George Street) project continued to progress. Negotiation with the finalist from the Request for Offer stage for the operator has started.</p> <p>Reboot webinar series by the City launched in October 2020. It offers free weekly webinars for small businesses and entrepreneurs to increase their digital skills and helps them to explore potential solutions to current challenges.</p> <p>Conversation with the startups ecosystem in Sydney continued. The global ranking of Sydney's tech startups ecosystem by Startup Genome slipped again by 4 places to 27th in 2020. Sydney's ranking also dropped by 12 places to 31st in the recently released ranking by Startup Blink.</p>	On Track
Implement priority projects and programs from the Eora Journey Economic Development Plan that focus on support for Aboriginal and Torres Strait Islander business owners, employees and education success.	<p>The City continues to meet with the Aboriginal and Torres Strait Islander Advisory Panel to seek advice and insights.</p> <p>Work is ongoing to progress the combined work across the new Stretch Reconciliation Action Plan and Eora Journey Economic Development Plan including progressing the work on 119 Redfern Street.</p> <p>Successful grants during this period include an extension of the Jarjums Program at Glebe Public School, a cookery program to enhance employment opportunities at Tranby National Indigenous Adult Education & Training Centre and support for Blak Markets Enterprise. Acting on feedback from the community, steps have already been taken to improve the grant process including the opportunity to submit verbal applications.</p>	On Track
Strategic research, analysis and knowledge sharing		
Collect data, undertake strategic analysis, and provide demographic and economic development information to industry, academia, government and business.	The 2020 Housing Audit, Residential Monitor, Commercial Development Monitor and Visitor Accommodation Monitor have all been completed and uploaded to the website for use by industry, academia, government and business. EconomyID module has been included in Council's suite of demographic data (Community Profile, Social Atlas and Population Forecasts).	On Track

1.3 The city economy is an integrated network of sectors, markets and high performing clusters.

Major Programs	Progress To Date	Status
Knowledge and skills		
Implement appropriate projects and programs to support the recovery of the International Education sector impacted by Covid-19.	<p>Currently there are over 140,000 international students in NSW and over 54,000 studying off-shore awaiting the re-opening of borders. Australia's overall international student enrolments are only 7% lower than last year, but this is likely to drop further if the borders remain closed.</p> <p>12 projects took place in Q2 to support international students in our community. International student wellbeing remains a primary concern, and the City continues advocating for their voice to be heard in collaboration with the sector, for example in November a request was made to the State Emergency Operations Centre (SEOC) to support international students and other temporary visa holder who are sleeping rough or at risk of sleeping rough.</p> <p>Through Ozharvest a dedicated international student hamper hub remains in place providing approx. 1,000 hampers weekly to international students in need. It is one of the organisations supported by the City which is providing food relief to vulnerable international students. The City also worked with StudyNSW on the Summer Engagement Program for international students which is an online resource of programs, resources and services to support international students over the summer period when education providers traditionally are closed.</p> <p>In November, at the International Education Association of Australia (IEAA) Research Summit the City presented 'Beyond Campus Life' as part of a panel discussion on support for international students during the pandemic. 160 people registered for the virtual event and approx. 100 logged on.</p> <p>To support the planning for a safe return of international students to Sydney, the City is now part of the NSW Vice Chancellors Committee (NSWVCC) Student Wellbeing Working Group, which currently has universities working together on pilot plans. The City has continued to meet virtually with the sector, such as through MOU meetings with both the University of Sydney and the University of Technology, Sydney (UTS) and state government counterparts.</p>	On Track

Affordable spaces - economic

Manage the use of City owned properties as affordable space within the context of the City's economic action plans.	The Business Innovation Space project (182 George Street) continued to progress. The negotiations with the preferred operator, short listed from the Request for Offer stage has started. This project will deliver over 3,800 sqm affordable space at Circular Quay to support the tech startup sector.	On Track
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1.4 The city economy is resilient.

Major Programs	Progress To Date	Status
Economic Resilience		
Contribute to metropolitan and state-wide strategic economic planning.	<p>NSW Treasury is developing an Economic Development Strategy for the Tech Central precinct. City staff participated in the working group and contributed to the preparation of the scope of works. The City will continue to support the project as it progresses.</p> <p>As a member of the Western Harbour Alliance, the City is involved in Western Harbour Precinct - Business Improvement District trial project. The proposed three-year formal trial of the internationally -proven business improvement district model is planned to commence in 2021. Early discussion of the project commenced in December 2020.</p>	On Track

1.5 The city enhances its global position and attractiveness as a destination for people, business and investment.

Major Programs	Progress To Date	Status
Major events		
Deliver appropriate major events that support the social and economic recovery of the city.	<p>The Martin Place Christmas tree was displayed in the CBD together with Pitt Street Mall canopy of light, Christmas pole decorations and a light curtain on the corner of George and Bathurst Streets. Christmas trees were also displayed throughout the villages including Glebe, Kings Cross, Taylor Square, Pyrmont, Surry Hills, Erskineville, Green Square and at Town Hall, Cathedral Square and Customs House. The City developed a free self-guided walking tour of Christmas lights, trees and shopping destinations across the local area. To ensure the safety of the community during the Covid-19 pandemic, programming during December included roving characters and musicians throughout the Sydney CBD and pop up music performances in the City's villages. This year's charity partner was OzHarvest.</p> <p>In September, the City announced that the NSW Government would take temporary custodianship of Sydney's New Year's Eve celebrations, due to the Covid-19 pandemic. The NSW Government kept New Year's Eve 2020 celebrations to a seven-minute pyrotechnic display at midnight. To keep residents and visitors safe, crowd numbers were strictly controlled by the NSW Government.</p>	On Track
Visitor Experience		
Implement priority projects and programs from the Tourism Action Plan that focus on destination development, destination management and destination marketing.	<p>The impact from Covid-19 pandemic continues to have a significant impact on the Tourism/Visitor economy. The City has participated in many stakeholder workshops and engagement sessions with the sector to continue to gather evidence of impacts and future needs to support the sector as we turn our attention to recovery in the later half of financial year 2020/21.</p> <p>The tourism sector has been encouraged to apply for appropriate CBD activation grants to support the recovery of the CBD and those events/activities will be scheduled throughout 2021.</p>	On Track
Business and Investment Attraction		
Work with the State Government and other partners on initiatives to promote Sydney, and with Business Events Sydney to attract international conferences to Sydney.	<p>The City has worked closely with media partners through the '365 Days of Local Economies' initiative to promote over 1,200 businesses including a campaign with Time Out to highlight local business innovations and adaptations as lock-down measures eased, 'shop local' promotions with Concrete Playground and a series of Christmas shopping guides with Broadsheet.</p> <p>Despite the immediate and significant impacts of Covid-19 to the global conference industry, Business Events Sydney has rescheduled 70% of meetings from this year into future years and has 85 meetings and incentives confirmed for Sydney from 2021 to 2026. While borders remain closed, the City is also working closely with Business Events Sydney to target the national events market to secure more domestic events for Sydney over the next 12 -18 months.</p>	On Track
Safety		
Develop robust partnerships with emergency services, relevant agencies and the community to build capacity and resilience to prevent, respond and recover from emergencies.	<p>The City continues to coordinate the activities of the Local Emergency Management Committee (LEMC), including the response to Covid-19. This includes regular reporting on response and recovery activities and emerging issues. Progress update includes:</p> <ul style="list-style-type: none"> - City of Sydney Resilience Risk Assessment and Action Plan is nearing completion. - Revised Local Emergency Risk Assessment is nearing completion and feedback is being sought from the LEMC. - Revised Local Emergency Management Plan is in progress. 	On Track

Cleansing and waste

Provide high quality, customer focussed street cleansing service that meets the needs of the community.

In Q2 the City collected 16,616.3 tonnes of residential and cleansing waste. The total recycling component was made up of 180.9 tonnes of mattresses, 282.38 tonnes of whitegoods/metals, and 44.23 tonnes of E-waste from recycling events and contractor streaming.

On Track

Monitoring and compliance

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

The City manages compliance with applicable fire safety regulations through regular structured monitoring of properties and compliance programs. Due to the onset of the Covid-19 pandemic some programs were either subject to a temporary pause or subject to a temporary stay of enforcement as owners were unable in a number of situations to comply with regulatory standards. Late night and licensed premises inspections and boarding house/backpacker inspections remain suspended due to Covid-19 related concerns.

On Track

The retail food safety inspection program continued to be undertaken during Q2 - 652 inspections were completed. Additionally, an audit program was completed of all cooling towers located within the vicinity of Circular Quay prior to New Year's Eve.

Unauthorised sex premises present a risk to the health and safety of workers and customers. The City continues to investigate complaints.

The City has also continued to manage rodent baiting programs across all public spaces and parks. This involves approximately 920+ bait boxes. The targeted laneway inspection program continues with increased monitoring to address rat harbourage and waste management with approximately 20 laneways receiving satisfactory audits. Inspections of swimming pool barriers also continued in Q2.

Operate proactive patrols to monitor legislative compliance and respond to customer complaints including but not limited to development consents, companion animals, noise, litter and unlawful trading.

In the first quarter of the year City Rangers spent over 14,398 hours in patrols to monitor legislative compliance and respond to customer complaints including but not limited to Development Applications, companion animals, noise, litter and unlawful trading. A further 14,138 hours of patrols were conducted in Q2.

On Track

1.S.1 Performance Measures

City Development

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result				Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4			YTD
Commercial development approved	m2	307,491	275,036	-	46,370	37,357	-	-	83,727	Includes two buildings with approximately 10,000m ² ; one in Chinatown and one in Green Square.	Indicator Only
Commercial development completed	m2	131,138.63	141,594	-	2,557	1,872	-	-	4,429	There were no major commercial developments completed in Q2.	Indicator Only

Business Events Sydney

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Bids for business events submitted	No.	24	25	-	-	1	-	-	1	One bid submitted - IEEE International Symposium on Mixed and Augmented Reality (ISMAR) 2022. Low number of bids reflects the current environment due to Covid-19.	Indicator Only
Events secured	No.	20	19	-	-	0	-	-	-	Given the current environment with Covid-19, Business Events Sydney is seeing a hesitancy from international meeting decision makers. This in turn is reflected in these figures.	Indicator Only
Delegate numbers of events secured	No.	16,340	11,126	-	-	0	-	-	-	Given the current environment with Covid-19, Business Events Sydney is seeing a hesitancy from international meeting decision makers. This in turn is reflected in these figures.	Indicator Only
Economic impact of events secured	\$M	70	41.4	-	-	0	-	-	-	Given the current environment with Covid-19, Business Events Sydney is seeing a hesitancy from international meeting decision makers. This in turn is reflected in these figures.	Indicator Only
Delegate days of events secured	No.	72,530	43,696	-	-	0	-	-	-	Given the current environment with Covid-19, Business Events Sydney is seeing a hesitancy from international meeting decision makers. This in turn is reflected in these figures.	Indicator Only

Support for the Economy and Business

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Grants approved by the City of Sydney including all commercial creative and business events and relevant knowledge exchange grants	\$ '000	778.65	739.76	-	144.02	281.28	-	-	425.3	In the first half of the year, 18 economic grants were approved by Council for a year to date total of \$425,304 in cash and value-in-kind. These projects were awarded through the City's Knowledge Exchange Sponsorship and includes support for Bicycle Food Delivery Co-op, Global Cities After Dark Sydney and the Youth Innovation Challenge.	Indicator Only
Grants approved by the City of Sydney for major events	\$ '000	5,540.7	5,662.4	-	423.25	0	-	-	423.25	In the first half of the year, the City supported the Sydney Fringe Festival and Vogue Fashion's Night Out to value of \$423,250 in cash and value-in-kind.	Indicator Only

Diverse and inclusive economy

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
City of Sydney suppliers who identify themselves as Aboriginal and Torres Strait Islander	No.	156	178	-	180	192	-	-	192		Indicator Only

International Students

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
International students studying in the City of Sydney LGA	No.	175,000	140,000	-	-	-	-	-	-	Not yet due to report.	Indicator Only

2 A leading environmental performer

The City of Sydney has adopted ambitious targets for the reduction of greenhouse gas emissions, potable water use and waste to landfill.

We will work towards a sustainable future that mitigates environmental impact and adapts to a changing climate.

We also understand the importance of green space and urban biodiversity. We have developed comprehensive policies and clear targets to increase the urban canopy, biodiversity, waterway health and the physical greening of the city.

2.1 Greenhouse gas emissions are reduced across the city.				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Energy efficiency and renewables				
Continue to identify and implement initiatives to facilitate the 50% renewable by 2030 target for the city.	2023	10	Phase one projects under development include Ausgrid Power2U, renewable energy help centre and other programs. The suite of initiatives is being reviewed as part of preparatory work to the Environment Strategy and Action Plan.	On Track
Major Programs	Progress To Date			Status
Energy efficiency and renewables				
Leverage fleet analytics to drive a reduction in greenhouse gas emissions and set targets.	The City is continuing to improve data quality, procedures and analytics to enhance the ability to drive efficiencies and reductions in emissions. Work is nearing completion on an upgrade of Ausfleet to assist these processes, and to integrate data sources. Work is also underway to tailor driver education programs to take into account the insights from data generated by the new telematics system. In addition to the Eco Safe driving handbook, Fleet Services are developing a green strategy to outline the increased take up of more energy efficient vehicles. Emissions across the fleet continue to drop, and emissions targets are being reviewed and are likely to be further reduced based on the data to date which shows continued reductions.			On Track
Actively manage Ausgrid to replace LED lights for all public domain light types (street lights, parks etc.) in the city area in a timely manner.	Ausgrid recommenced works in June 2020 to replace Ausgrid owned conventional street lights in the City with energy efficient LED's. In November, Ausgrid reported that 3,018 out of a total of 3,073 fittings were upgraded to LED on residential streets. Ausgrid are planning to upgrade the remainder of the fittings by March 2021. Ausgrid anticipate commencing the rollout of Stage 2, on high trafficked roads in March 2021 subject to the planning of works.			On Track
Sustainable Planning				
Develop a pathway for the City's current planning controls to be strengthened over time to deliver net zero energy building standards.	Key project actions completed include: seeking feedback from Department of Planning, Industry and Environment, Greater Sydney Commission, Northern Sydney Regional Organisation of Councils and forum partners on the draft performance standard pathways; drafting planning controls; preparation and event management for the industry and government forum planned in March 2021.			On Track
Investigate the inclusion of Development Control Plan (DCP) provisions that introduce NABERS Energy Commitment Agreements for new hotel buildings and major hotel refurbishments.	A cost benefit analysis has been completed on three hotel typologies, as new builds and major refurbishments. The findings are being incorporated into the pathways to net zero buildings project.			On Track

Advocacy

Advocate for higher BASIX targets for residential buildings.	The evidence base to identify higher BASIX targets for high rise development and improvements to the BASIX tool forms part of the City's Net Zero Planning Pathway program. The evidence base is being complemented by discussions with a number of developers. The recommendations for changes will be presented to Government with the pathways project.	On Track
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2.2 Waste from the city is managed as a valuable resource and the environmental impacts of its generation and disposal are minimised.

Major Projects	Completion Date	% Complete	Progress To Date	Status
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Managing waste and resources

Continue investigating opportunities to divert residential food waste from landfill.	2022	69	<p>As at the end of December 2020, the residential food scraps collection and recycling trial had been operational for seventeen months. So far, the trial has diverted 374 tonnes of food waste from landfill.</p> <p>Implementation of Phase II of the trial is well underway. In the past 3 months the City has recruited an additional 18 apartment buildings into the trial, taking the total number of participating properties to 117 apartment buildings and 1,025 houses, and effectively making the service available to more than 9,500 households. At full roll out of Phase II, the service will be available to more than 21,000 households across the City.</p> <p>In November City staff completed and submitted the Milestone 2 report for the \$1.29M Waste Less Recycle More grant for the food scraps trial project. This report included a full evaluation of Phase I of the trial.</p> <p>Interest in the trial from the waste industry and councils across the country has been strong. In recent months staff have delivered multiple presentations on the project to industry groups and councils including the Waste Management & Resource Recovery Association of Australia (WMRR) NSW waste education group, SSROC, NSROC, ACT NOWaste, waste consultants and local councils.</p>	On Track
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Major Programs	Progress To Date	Status
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Sustainable Planning

Review and update standard waste conditions to comply with new guidelines for waste management in new developments.	Conditions will be developed through the regular review of standard conditions of consent in financial year 2020/21.	On Track
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Monitoring and reporting waste

Integrate organisational waste reporting on the City's digital environmental platform.	Strong progress on the integration of Construction Services waste data into the organisational environmental data platform has been achieved. The integration of operational waste data from City assets has been completed.	On Track
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Managing waste and resources

Implement the Resource Recovery Engagement Action Plan to reduce waste, recycle more and work with the community to reduce illegal dumping.

To expand the items our residents can recycle easily, the City is trialling an on-demand recycling service for tricky items including clothes, soft plastics, small electronics and expanded polystyrene for 12 months. As of November 2020, City residents can book a contactless collection of these items directly from the resident's door.

On Track

The aim of this service is to make it more convenient for residents to recycle common items the City currently doesn't collect from the kerbside for recycling and to cater to those residents who can't wait or travel to the City's next quarterly recycling drop-off event.

As part of National Recycling Week, 4 x recycling pop-up events were undertaken at Broadway and Tramsheds shopping centres where residents were encouraged to bring their old batteries, light bulbs, mobile phones and soft plastics for recycling and were educated about safe reuse options. 221 people attended and City Outreach Officers engaged directly with 196 people and collected 26.5kg of recyclables.

The first phase of the Recycling Helper Service was completed in December which provided 14 apartment buildings with custom support to increase yellow bin recycling rates. Initial results show a reduction in both contamination levels indicating consistent visual prompts supported by education can encourage better recycling behaviours.

The annual Household Chemical Cleanout Drop-Off event was held in October 2020 collecting 17.8 tonnes of household hazardous waste from 492 attendees. The second 'Recycle It Saturday' event was held in December 2020 with 384 attendees recycling approximately 7 tonnes.

Management and compliance

Conduct targeted patrols in the public domain to address illegal dumping, discarded cigarette butts, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act.

In the first quarter of the year 256 patrol hours were conducted and 11 notices were issued. In Q2 a further 1,069 patrol hours were conducted with 33 notices being issued.

On Track

Advocacy

Advocate for state allocation of appropriate land resources to waste treatment, improved waste data, expanded product stewardship, maintaining landfill levy.

The City, through its membership of the Southern Sydney Regional Organisation of Councils, has been involved in a project to determine future waste infrastructure and data needs. The City also provided a submission to the NSW Government as input toward their preparation of the Draft 20 Year Waste Strategy, which is expected in 2021.

On Track

2.3 Across the city, potable water use is reduced through efficiency and recycling and gross pollutant loads to waterways are reduced.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Recycled water				
Facilitate delivery of large-scale recycled water projects in new and established areas of the city.	2021	75	The Green Square town centre water recycling scheme is in operation and supplying recycled water to customers. Production of recycled water is increasing as more apartments within the Green Square Town Centre are connected to the network. Further installation of the last piece of reticulation infrastructure is pending (known as Separable Portion 6 in the design and construct contract with Flow Systems). Recycled water pipes are installed for future use along the light rail route in George Street and Wynyard Walk. This infrastructure is planned to be incorporated into a CBD recycling scheme operated by a private water utility. An EOI is being prepared for this scheme. Sydney Park Water Reuse relocation and upgrade completed construction and is in operation.	On Track

Major Programs	Progress To Date	Status
Sustainable Planning		
Develop a process to ensure that water sensitive urban design in all developments is assessed (against technical guidelines or by a suitably qualified specialist) to meet or exceed Development Control Plan stormwater quality requirements.	The City continues to update the model as additional assets are constructed that contribute to Water Quality targets. This software model allows development applications to be assessed for compliance with the City's stormwater quality targets.	On Track
Investigate opportunities for development to use water efficiently and improve the health of waterways through changes to the planning controls in line with the Local Strategic Planning Statement.	A NABERS Water control for non-residential buildings will be developed as part of the update to the Local Environment Plan and Development Control Plan. A review of Water Sensitive Urban Design planning controls is programmed for FY21/22.	On Track
Advocacy		
Advocate for urban renewal areas to meet world's best practice environmental standards.	In the last quarter the City has advocated to the NSW Government for environmental outcomes aligned to City targets for the following projects: Pyrmont Place Strategy, Circular Quay Renewal, Waterloo Estate, Waterloo Metro Quarter	On Track
Stormwater quality / waterway health		
Continue to include raingardens in road and streetscape renewal designs where feasible to contribute to water quality targets and reduce urban heat.	Raingardens continue to be included in road renewal works where feasible.	On Track
Continue to identify and implement opportunities to include Water Sensitive Urban Design (WSUD) infrastructure in all new City projects.	Ongoing -A watching brief is being maintained on major developments in the local government area (LGA) with a view to identify and implement opportunities to include Water Sensitive Urban Design (WSUD) infrastructure.	On Track
Where possible, retrofit the City's stormwater system with gross pollutant traps to reduce solids discharged to waterways via stormwater run-off.	Gross pollutant traps will continue to be added to the stormwater drainage network in the City's local government area to assist in achieving stormwater quality improvement target for receiving waterways.	On Track

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

Major Programs	Progress To Date	Status
Commercial office engagement		
Implement priority projects, programs and advocacy arising from the City's Sydney's Sustainable Office Plan.	<p>Action is delivered largely through the flagship programs of the Better Buildings Partnership and CitySwitch Green Office.</p> <p>In the first half of this year the City delivered information through the Good Environmental Choice circular economy conference; The Energy Efficiency Council annual conference, with a CitySwitch report on Office Energy; and the World Energy forum where the Better Buildings Partnership presented a safety study on installation of batteries. In December the Partnership's annual executive event was held where interim annual results were presented.</p> <p>The Better Buildings Partnership has continued to lead industry innovation with the release of research pieces on circular economy, energy demand, and battery safety. CitySwitch delivered a tool for better tracking of occupancy numbers and energy performance in response to the Covid-19 pandemic.</p>	On Track
Business engagement (non-office based)		
Implement priority projects, programs and advocacy arising from the City's Making Sydney a Sustainable Destination Plan.	<p>Action to deliver the Making Sydney a Sustainable Destination Plan has been significantly impacted due to the health and economic impacts of Covid-19. The following progress has been made this year against the following goals.</p> <ol style="list-style-type: none"> 1. Activate Upgrades: The City has continued to promote and offer subsidised building ratings to the sector through the provision of grants. 2. Build Capacity and Foster Leadership: The Sustainable Destination Partnership is the key platform through which the City builds the sector capacity and demonstrates leadership. After a quiet period due to Covid-19, the Partnership has delivered an annual workplan, annual reporting and a workshop on renewable Power Purchase Agreements. 3. Promote and Recognise: The City is working with the Sustainable Destination Partnership to promote Sydney as a safe and sustainable destination. 	On Track
Residential Engagement		
Implement priority projects, programs and advocacy arising from the City's Residential Apartment Sustainability Plan.	<p>Since 2016 the Smart Green Apartments program has reduced 20,324 tonnes CO₂e, 697ML water, saved \$4.19 million in operational costs, and installed 652kW onsite solar.</p> <p>Highlights this financial year to December 2020 include:</p> <ul style="list-style-type: none"> - 32 Ratings grants were awarded to owners' corporations - An energy efficiency webinar was delivered to 45 building managers - A grant was awarded to Strata Answers to generate digital content about fundamentals of strata living. - The City and Owners Corporation Network ran a webinar on electric vehicle charging in apartment buildings with 128 attendees. - The City sponsored the Environment Award at the 2020 Strata Community Australia Gala Awards. - The City supported a four-day online summit for apartment owners hosted by Your Strata Property. - Eight newsletters were distributed through Sustainable Apartment News to 3,016 recipients. - The quarterly Strata Sustainability Reference Group was held in August and November. - 89 apartment buildings have a NABERS rating. <p>The City continued to advocate for improved minimum environmental standards for apartment buildings. The City is participating in the NABERS National Steering Committee.</p>	On Track

Provision of grants and other cross sector support

Continue to support the community's adoption of renewable energy in line with the City's 50% renewable electricity by 2030 target.

There is 14.4MW of rooftop solar installed in the city. The Power2U program has installed 270kW. We continue to support the provision of solar feasibility reports, case studies and promote offsite renewables through our sector programs. Smart Green Apartments buildings have installed 652kW. A webinar on Power Purchase Agreements was held for the Sustainable Destination Partnership. The City also produced articles on GreenPower which had 9,652 views online.

On Track

The City is accelerating renewables access through innovation grants. The Ultimo community is developing a roadmap to 100% renewables; another grant demonstrating world-first renewable energy solution developed by a Sydney-based clean tech company has 20 households trialling software to enable the purchase renewable energy directly from the solar/wind farm.

The City's renewables promotional campaign around our own Power Purchase Agreement won a global Carbon Neutral Cities Alliance award with marketing campaigns with an estimated reach of 700,000 views.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Capital Projects				
Install solar PV and energy storage infrastructure on suitable City properties and sites to maximise uptake of renewable energy.	2027	75	The level of solar PV on City rooftops has reached about 2,200 kW, generating about 3,000 MWh of clean energy a year. Current projects with a combined capacity of about 250 kW are underway.	On Track

Major Programs	Progress To Date	Status
Environmental Management Systems		
Improve monitoring, reporting and verification of waste, energy and water data and other sustainability metrics for the local government area and our own operations.	The Environmental Sustainability Platform has been implemented and records local government area sustainability metrics for energy, water and waste data. A project has commenced to review sector emissions intensity for future reporting. Progress also continues to improve the collection and reporting of construction waste from the City construction services contracts. System improvements continue with the incorporation of Climate Active (previously National Carbon Offset Standard scheme) datasets being implemented through the Sustainability Management and Reporting Tool (SMART) which monitors City operations energy, water usage and property waste data.	On Track
Continuously improve the systems, processes and organisational capability for managing utilities and other sustainability metrics within City-owned assets.	The Sustainability Management System (SMART) and Working Group is established to track, manage utility trends, variances and opportunities. The SMART Working Group continues to action utility variance with investigations and corrective actions where required, whilst continuously improving the associated system, people and processes. Updates for the last quarter include: Construction and Demolition data uploads and process finalised; updates for new financial year variance tracking; benchmarking trial commenced for Aquatics and Sportsfield parks; system upgrades to include interval water data and recycled water data are now complete.	On Track

Capital Projects		
Adapt infrastructure design to account for current and future climate change (including water sensitive urban design, stormwater management, roads and pavement).	The City's Technical Specifications incorporate sustainable infrastructure outcomes and consider climate change impacts. The City continues to explore new opportunities and to participate in initiatives that improve outcomes and resilience with regards to climate change. A recent example is participation in the SSROC sustainable pavements tender to include crushed recycled glass and other recycled products into road building.	On Track

Asset Management

Improve energy and water efficiency at the City's most resource intensive sites through identification, prioritisation and installation of efficiency measures and changes in management practices, including required metering and monitoring under the Major Properties Efficiency Project (MPEP).	Under the MPEP Program Implementation, the LED lighting upgrades under Stage 1 works are close to completion (at 7 sites). Stage 2 LED lighting design has been completed and ready to commence installation. Wilcox Mofflin chiller replacement specifications have been developed. Other completed works include Cooling Tower and Rainwater Systems audits, installation of operational efficiency upgrades, 343 George St Air conditioning audits and various other facility management actions.	On Track
Review and update recycling streams and collection receptacles in City properties, and implement an education and behaviour change program to increase recycling and reduce contamination.	A Property Waste Improvement Action Plan will continue to deliver actions and initiatives to support reducing the generation of waste as a priority, improvements in recycling, and continuing to achieve our greater than 70% diversion of waste from landfill for City Properties. The expansion of the food scrap collection service now includes Town Hall House, Sydney Town Hall, Pittsway Arcade (food court), Customs House, Alexandra Canal Depot and all the City's owned and operated child care centres. The introduction of new internal collection receptacles and complementary signage has commenced and will be delivered across the whole portfolio as required to further support the desired outcomes. Complementary capital works projects are also underway with the elimination of paper towels project replacing bathroom towels with hand dryers and Food Dehydrators project are in procurement stage.	On Track
Manage and analyse new energy efficient fuel options for the City's light and heavy vehicle fleets to encourage low emission driving behaviour and reduce CO2 emissions.	<p>To assist with both fuel consumption reduction and emission reduction, the City has now completed the installation of vehicle telematics and is in the process developing reports and data from the system. This technology will provide much higher quality data than was available previously, which will help to improve overall driving habits, safety, optimise routes and monitor fleet utilisation.</p> <p>Fleet Services is also expecting delivery of the City's first fully electric commercial vehicle as part of a strategy to expand electric vehicle numbers. This vehicle will be trialled and assessed with a number of business units over the coming 12 months to assist and inform future purchasing decisions. Further electric (or low emissions) alternatives to other plant and equipment are being progressed.</p>	On Track

Procurement, grant assessment & contract management

Implement Social and Sustainable Procurement Guidelines, Supplier Code of Conduct, Returnable Schedule on selected procurement activities – major construction materials, consumables, major contract, event management and supplier due diligence.	Social and Sustainable Procurement Guidelines, Supplier Code of Conduct, Returnable Schedule on selected procurement activities – major construction materials, consumables, major contract, event management and supplier due diligence has been completed and now monitored for effectiveness	On Track
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2.6 The extent and quality of urban canopy cover, landscaping and city greening is maximised.

Major Projects	Completion Date	% Complete	Progress To Date	Status
City Farm				
Continue City Farm operations.	2020	50	<p>Farm volunteer sessions continued in line with Covid-19 Safety Plan guidelines. 82.5 volunteer hours were recorded in Q1, with numbers limited by Public Health Orders. Pilot zoom education classes were trialled attracting 70 attendees to 6 sessions in Q1.</p> <p>426 volunteer hours were contributed at the Farm during Q2. A New Farm Hand self-guided volunteer program was launched. 86 people attended Farm education programs, with face-to-face education classes re-commenced while online zoom education classes continued.</p> <p>Farm orchard construction drawings were completed. Onsite orchard hardscape construction, and farm site water and electricity service connection is being planned to commence in early 2021.</p>	Watch
Greening Sydney Plan				
Continue the review of the Greening Sydney Plan to identify targets and strategic priorities to increase the extent of greening that will cool and calm the city.	2020	70	The review of the Greening Sydney Strategy is progressing. A draft Strategy has been prepared and includes strategic directions to deliver a cool, calm and resilient city.	On Track
Major Programs	Progress To Date			Status
Community Greening				
Support and promote the development of community gardens, footpath gardening, and sites maintained and managed by community volunteer groups.	The City supports 20 community gardens, two footpath gardens, five Bushcare / Landcare groups and one community composting group by providing ongoing assistance, donation of materials and encouragement to become a self-managed group to a high standard. A new garden group at Elger Street, Glebe is currently being formed. In the past 12 months the community gardens at Frances Newton Park (East Sydney) and Lawrence Hargraves Reserve (Kings Cross) commenced operating and the stage 2 extension to Bourke Street Community Garden was completed.			On Track
Urban Forest				
Continue to deliver tree planting programs to maximise urban canopy and reduce the impacts of the urban heat island effect.	Projects to increase canopy cover have continued. 360 street trees have been planted YTD. Planting will recommence in autumn when cooler weather returns. Ongoing delivery of the inroad planting projects continued, with the civil and understory planting works completed in Boyce St Glebe and Jones Bay Rd Pyrmont, and projects have been designed and planned for Crystal St Plaza and Bunn St Ultimo.			On Track

Urban Ecology

Continue to expand, improve and protect bush regeneration areas in the City's parks and open spaces.	Core bush restoration sites continue to be maintained according to best practice to improve habitat value for flora and fauna. Extensive works on Prince Alfred Park native plant roof continue to significantly reduce exotic grass growth. The third and final stage of planting will commence in March 2021 with an additional 2000 plants to be installed. A work plan for Prince Alfred Park meadow has been developed to coordinate large scale removal of exotic grasses. In total, 1325 tubestock have been planted across the bush restoration sites. Ecological interpretive signage has been installed at prominent sites to raise awareness about the City's works in these areas as another tool to further protect the integrity of these sites.	On Track
Monitor the diversity, number and distribution of priority fauna species reported on the local government area.	No reporting over this quarter. Formal fauna and flora surveys are due to commence in 2022 to assess any changes over the last 10 years in line with the Urban Ecology Strategic Action Plan. The online fauna database is still being upgraded with the GIS team that aim to display community sightings on the City's website.	On Track

Greening Sydney Plan

Continue to deliver the public domain landscaping program.	3566 m2 was delivered in the second quarter. The stimulus footpath works package increased the amount completed for the financial year to end December to 7909 m2.	On Track
Deliver Living Colour floral displays throughout the city during spring and summer.	Christmas display were removed in December after a successful 6 week display. Hanging baskets, greenwall, alfresco dining and light rail displays are currently in place enhancing and greening the City. Hanging baskets and greenwall are to be on display for 9 continual months A summer display will begin in mid-January for 8 weeks. 5 new display locations will be added for summer.	On Track

Parks Water Savings Action Plan

Improve water efficiency at the City's parks through installation of efficiency measures and changes in management practices.	Water consumption in Parks for the 12 months ending September 2020 was down 31% on the same period the previous year, due to: - Contractors and parks staff utilising more recycled water by filling water trucks from the City's non potable sources - Favourable rainfall and weather conditions - Savings beginning to be realised from interval water data being provided by the Organisational Wide Metering Project - Automatic wet weather shut off of irrigation systems Other achievements: - Delivery of Smart Watering proof of concept commenced. Soil moisture sensors have been installed in Alexandria Park. - Tender for water recycling system operations and maintenance contract has concluded. On track to commence new contract in February 2021 which will deliver improved asset management, performance management, data monitoring and analysis and water quality management.	On Track
Identify opportunities to connect parks to recycled or alternative water sources.	A final review of opportunities was completed at the end of 2020. A business case for implementation of a new combined scheme to serve Erskineville Oval, Harry Noble Reserve and Solander Park is under development. Further investigation of opportunities for the following parks is proposed to be undertaken: Rushcutters Bay Park, Redfern Oval and Park, Victoria Park, Wentworth Park The following parks are proposed to be connected to future CBD recycled water network: Hyde Park, Belmore Park, Prince Alfred Park, Observatory Hill.	On Track

2.7 The city's buildings, infrastructure, emergency services and social systems are resilient to the likely impacts of climate change.

Major Programs	Progress To Date	Status
Climate change		
Advocate for improvements to the national construction code.	Technical and advocacy contributions were made to Australian Sustainability Building Environment Council (ASBEC) working group meetings including the Compliance Working Group, Building Codes Task Group and the Residential Energy Efficiency Advisory Group (REEAG). City representative on the Nationwide House Energy Rating Scheme (NatHERS) National Stakeholders Consultative Group (NSCG). The REEAG and NSCG provide input to inform the National Construction Code update 2022.	On Track
Extreme weather events		
Continue to work with emergency services, relevant agencies, and the community to build capacity to prepare for, respond, and recover from extreme weather events.	The City continues to coordinate the activities of the Local Emergency Management Committee (LEMC), including the response to Covid-19. This includes regular reporting on response and recovery activities and emerging issues. Progress update includes: - City of Sydney Resilience Risk Assessment and Action Plan is nearing completion. - Revised Local Emergency Risk Assessment is nearing completion and feedback is being sought from the LEMC. - Revised Local Emergency Management Plan is in progress.	On Track
Urban heat island effect and flooding risk mitigation		
Continue research and trials in monitoring and reducing the urban heat island effect.	The City has engaged the University of Technology Sydney to deploy, operate and maintain 7 new temperature sensors to monitor urban heat in the LGA in addition to 14 existing sensors.	On Track
Continue to implement the City's Floodplain Management Policy, and work collaboratively with asset owners and developers to fund and implement flood risk management plans, incorporating climate change scenarios.	The City's Development Control Plan includes flood related development controls that ensure developments continue to be assessed in keeping with the City's Floodplain Management Policy. Staff continue to collaborate with owners and developers to implement the Policy and to meet the objectives of Floodplain Risk Management Plans.	On Track

2.S.1 Performance Measures

Greenhouse emissions

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Overall greenhouse gas emissions for all City of Sydney operations – total all emissions Baseline 2006 data – 52,972 tCO2e	Tonnes CO2	39,354	37,925	-	3,926	3,877	-	-	7,803	From 1 July 2020 the City began using 100% renewable electricity. This significantly reduces operational emissions from buildings, street lights and parks. Further details can be found in the City's Green Report, July 2020 to December 2020.	Indicator Only
Greenhouse gas emissions for City of Sydney local government area – total all emissions. Baseline 2006 data - 5,815,521 tCO2e (Includes emissions from electricity, gas, refrigerants, transport and waste)	Tonnes CO2	4,607,575	4,548,443	-	-	-	-	-	-	Not yet due to report.	Indicator Only
Reduction in greenhouse gas emissions in the local government area based on 2006 levels - 5,815,521 tCO2e (data from previous financial year; target of 70% by 2030 & net zero emissions by 2050)	%	21	22	-	-	-	-	-	-	Not yet due to report.	Indicator Only
Percentage of electricity demand in the local government area met by renewable sources (target of 50% by 2030, data from previous financial year)	%	20	23	-	-	-	-	-	-	Not yet due to report.	Indicator Only

Water Usage and Stormwater

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Potable water use from City operations - 2006 baseline (431,000 kL)	kL	477,224	378,361	-	74,018	75,150	-	-	149,168	The data for the FY21 Q1 & Q2 periods is the best estimate available at time of the publication. For FY19 and FY20, Sydney Water upgraded their billing system and some data has been revised. Data for these financial years has now been updated as per the most recent actual data provided by Sydney Water.	Indicator Only
Potable water usage from the local government area – 2006 baseline (33,712) (data from previous financial year)	ML	37,977	38,486	-	-	-	-	-	-	Not yet due to report.	Indicator Only

Waste - Local Government Area

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total residential waste collected	Tonnes	65,298	68,809.01	-	17,729.28	17,565.18	-	-	35,294.46	There is a slight reduction in total residential waste collected compared with the previous quarter.	Indicator Only
Total residential waste collected per capita	Kg/Capita	279.9	286.29	-	71.97	71.3	-	-	143.27	There was a marginal increase in the total amount of residential waste collected per capita compared to this time last year.	Indicator Only
Percentage of source separated recycling of total residential waste	%	26.38	26.57	35	28.13	27.5	-	-	27.82	There is an increase in the source separated rate compared to this time last year indicating that more residents are using the City's recycling services, programs and trials including the expansion of the Food Scraps Recycling Trial and new 'Recycle It Saturday' drop-off recycling events.	Attention Required
Percentage of recycling and recovery of residential waste	%	48.67	45.52	70	50	46.5	-	-	48.25	Recovery rates are still suffering from low facility diversion rates as a result of legislative changes that no longer allow organic material that is mechanically separated from red bin waste to be recovered and used as a 'mixed waste organic output' or soil amendment.	Attention Required

Sustainable management of waste and resources

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total waste collected from City managed properties including aquatic centres	Tonnes	897.33	816.38	-	209.52	210.1	-	-	419.62		Indicator Only
Recovered and recycled waste collected from City managed properties including aquatic facilities	Tonnes	259.44	362.75	-	191.73	194.22	-	-	385.95		Indicator Only
Resource recovery of waste from the City's parks, streets and public places	%	42	46	-	-	-	-	-	-	Not yet due to report.	Indicator Only

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Resource recovery of waste from City managed properties including aquatic centres	%	29	46	-	91.5	92	-	-	91.75	The City's owned and managed buildings now achieve an average of 92% resource recovery meaning 92% of waste from our buildings is diverted from landfill. This exceeds our 2021 target to achieve 70% resource recovery. Much of this has been achieved through recycling paper and cardboard, other mixed recyclable items such as drink and take away containers and recycling food scraps. Additionally, in separating and recycling food scraps from the general waste stream the general waste stream is kept 'drier'. This in turn allows for a significant increase in resource recovery from the general waste that is usually sent to landfill. The City property services new waste collection contractors who own and operate their own resource recovery facility, processes our 'dry general' waste into a Resource Derived Fuel (RDF) that can be used in cement kilns. Using RDF displaces the use of traditional fossil fuels normally used in cement production. Higher recycling rates and resource recovery from our general dry waste supports the reduction of carbon emissions associated with waste disposal from the City's buildings.	Indicator Only

Greening Sydney

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New plants planted in City parks and street gardens	No.	69,708	78,725	50,000	36,018	19,983	-	-	56,001	Infill planting and new planting undertaken at parks and streetscapes across the local government area including Forbes St, Danks St, Reseve St, Renwick St, Hiles St, Maddox St, Boyce St, Prince Alfred Park and Victoria Park.	On Track
New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	5,940	8,272	7,500	4,343	3,566	-	-	7,909	Significant projects completed in December include Maddox St, Hiles St, Euston Rd, Lawrence St and Belmont St in Alexandria, as well as Hardie St, Darlinghurst.	On Track
Maintain or increase number of indigenous bird species observed (2009/10 baseline - 63 species)	No.	67	68	-	-	-	-	-	-	Not yet due to report.	Indicator Only
Extent of locally-indigenous bushland	ha	12.2	12.9	13.5	-	-	-	-	-	Not yet due to report.	Indicator Only

Environmental Grants

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Environmental grants approved by the City of Sydney	\$ '000	1,599.89	1,135.2	-	294.68	698.41	-	-	993.08	In the first half of the year, 90 Environmental grants were approved by Council for a year to date total of \$993,084 in cash. These projects were awarded through the City's two Environmental Performance Grant programs (Innovation and Ratings and Assessments), Knowledge Exchange Sponsorships and Matching Grant programs. This includes support for an upgrade to the Kings Cross Community Garden and the development of a shared vegetable garden in a Redfern apartment building, the Australasian Waste & Recycling Expo 2021 and a demonstration project aiming to salvage and transform plastic containers from businesses and homes into usable products.	Indicator Only

3 Integrated transport for a connected city

Quality transport will be a major driver to sustainability, amenity, ease of mobility and the economic competitiveness of our city – the city must offer a variety of effective and affordable transport options.

3.1 Investment in public transport and walking and cycling infrastructure encourages more people to use these forms of transport to travel to, from and within the city.

Major Programs	Progress To Date	Status
Planning		
Work with the State Government transport cluster to ensure all traffic and transport related proposals in Central Sydney comply with policies such as the Sydney City Centre Access Strategy, Movement and Place, and Central Sydney on-street parking policy.	<p>The City has worked with Transport for NSW to develop a City Centre Action Plan, which have been informed by the City Centre Access Strategy and Movement and Place.</p> <p>The City is also currently partnering with Transport for NSW to prepare an update to the City Centre Access Strategy, This document will be guided by Future Transport 2056 and other State policies and by the work coming from the 2050 technical studies.</p>	On Track
Advocacy		
Work with the State Government and other stakeholders to develop Future Transport projects for Sydney to increase public transport accessibility and capacity to and within the City of Sydney, including planning for Metro West and new Metro initiatives.	The City continues to advocate for Future Transport projects to be implemented as soon as possible. The NSW Government announced in December 2020 that Pyrmont Station is included in Metro West. As part of the NSW Government's Camperdown Transport Strategy, the City is advocating that the City-Zetland/Randwick metro link should be completed and operational by 2030, and include a stop serving Sydney University/RPA Hospital as well as Central	On Track
Partnership		
Work with the State Government and taxi industry to implement more taxi ranks in better locations with improved safety in the city centre during the evening and late night.	The City is continuing to work with the Taxi industry and State Government to review taxi rank locations. This occurs through the Transport for NSW run Late Night Transport working group. This is also part of the City Centre Action Plan and will be included in the Strategy for Streets	On Track

3.2 Transport infrastructure is aligned with city growth.

Major Programs	Progress To Date	Status
Partnership		
Work with the State Government to ensure the best outcomes are achieved for the community on large public transport and road projects.	<p>Transport for NSW is currently working on the business case for King Street Gateway which will impact on the timing of the delivery of the project. The City had advocated for the King Street Gateway project to commence immediately, following the opening of the M8. We are continuing to work with TfNSW and Inner West Council to minimise any delay and ensure the reallocation of space on King Street and Sydney Park Road from vehicles, to people who walk and bike.</p> <p>Following advocacy on behalf of the City, the State government has now confirmed a station at Pyrmont for Metro West. The City will be seeking to work with Sydney Metro on the location and detailed design of the station.</p> <p>The City is continuing to work with Sydney Metro City & Southwest in relation to the design of Barangaroo, Martin Place, Pitt Street, Central and Waterloo stations.</p>	Watch

Advocacy

Work with the State Government to ensure understanding of transport implications of development in the city area.	The City has engaged with Transport for NSW to understand the role each organisation plays in dealing with the kerbside space use and freight and logistics challenges facing Sydney CBD. These insights will help develop options for new and existing developments. The City continues to prosecute how the 'movement and place' approach should be applied to better provide for people walking in the city centre and village centres.	On Track
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Parking

Continue to implement the neighbourhood parking policy.	The City continues to use the Policy to address parking issues arising from pop-up cycleways, and potential for outdoor dining as part of Covid-19 recovery planning. The City is currently finalising a report on potential changes to visitor parking permit allocation.	On Track
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Freight and Servicing

Work with State Government and businesses to develop new and innovative solutions to freight and servicing, including more productivity from loading spaces and exploring higher-amenity options for "last mile" distribution.	Following on from the kerbside insights study and the review of the DCP onsite loading requirement, the City is undertaking analysis of trends in last mile freight and servicing for the Sydney City Centre, the space and location requirements for loading and servicing off street and the opportunity to provide for these requirements. This stage of work is scheduled to be completed this financial year. The City continues to work with the State Government on increasing productivity from on street loading spaces and exploring other last mile options through the City Centre Action Plan working group, the DA process and sharing work findings. This is ongoing.	On Track
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Regional Collaboration

Continue to build relationships with neighbouring councils and collaborate on transport projects where infrastructure or impact is across the boundaries.	The City has developed strong working relationships with neighboring councils in relation to WestConnex and Metro. This includes the upcoming King Street Gateway project. The City has also collaborated with Randwick, Bayside and Inner West on the South East Sydney Transport Strategy (NSW Government). The City has provided perspectives to Inner West and Bayside on their integrated transport strategies. The City is collaborating with Inner West on the early scope development for the Camperdown Ultimo transport strategy. Cross-council collaboration also encompasses promoting the Inner Sydney Regional Bike Network.	On Track
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Technology

Partner with the State Government to facilitate innovation in transport management, ensuring technology assists in achieving agreed urban and transport outcomes.	The trackless tram project for Green Square is continuing. Technology will be a key enabler of the "Strategy for Streets" update of the Sydney City Centre Access Strategy, with innovation in traffic signals the most likely opportunity to reduce waiting times for people walking.	On Track
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3.3 The amenity of the city centre and villages is enhanced through careful management and integration of transport.

Major Programs	Progress To Date	Status
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Traffic calming initiatives

Develop and deliver a range of initiatives to help support change of behaviour by traffic calming.	The City continues to work with Transport for New South Wales and the Centre for Road Safety under the Road Safety Partnership to deliver traffic calming devices to help reduce speeds within the Council area.	On Track
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Speed reduction

Continue to work with the State Government to look for opportunities to reduce traffic speeds and speed limits throughout the City of Sydney.	The City is continuing to work with Transport for NSW (TfNSW) to achieve speed limit reduction. TfNSW have commenced new speed zone reviews on state roads in Newtown, Enmore and Erskineville. The City is also working with TfNSW to review the requirements to allow the implementation of the conditionally approved 40km/h speed zone in Kings Cross	On Track
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Road safety partnerships

Continue to build relationships with Transport for New South Wales through the local government road safety program to improve road safety within the LGA.

The City is continuing to collaborate with the State government on a number of road safety initiatives through the Road Safety partnership.

On Track

Manage amenity

Manage the scheduling of waste collection services to ensure the least disruption to the community.

Schedules reviewed based on need and amended if needed to further improve the waste collection service and reduce noise disturbance. There were few early start complaints logged, however, they may have been due to approved early starts to accommodate Covid-19 social distancing. The City and Cleanaway resolved the complaints by adjusting starting times.

Watch

Community programs

Facilitate a range of road safety education programs for the community.

The City's Road Safety Program is beginning to resume following a change in service delivery as a result of Covid-19. Our Child Restraint Program has continued throughout however most other programs have been suspended. We are hopeful of both Learner Drivers and Seniors Course resuming in the 2nd quarter. We are continuing our ongoing road safety work with schools.

On Track

3.4 Public transport, walking and cycling are the first choice transport modes within the city.

Major Programs

Progress To Date

Status

City transformation

Continue to support the implementation of light rail down George Street and in wider local government area.

Approval from Transport for NSW (TfNSW) to not reopen George Street to southbound traffic between Bathurst Street and Rawson Place has been given and the project is underway to pedestrianize George Street south in the same manner as north of Bathurst Street. The City is also working with TfNSW to trial zero emission buses between Green Square and the City Centre in the short term. Route and service planning is underway.

On Track

Behavioural

Advocate for measures aimed at increasing the use of public transport, walking and cycling along major corridors to the city.

The NSW Government confirmed Pymont Metro in late 2020. The six pop-up cycleways on key corridors are operational and are under evaluation. A second tranche of pop-ups is under consideration with NSW Government. The City will be using the "Strategy for Streets" collaboration with NSW Government to advocate more generally for improvements to walking conditions in the inner city, primarily reduced wait times at signals.

On Track

Advocacy for the new Metro link to Sydney University/RPA Hospital, Zetland and Randwick continues, via multiple collaborative projects with Transport for NSW. The NSW Government's investigations into transport options for Victoria and Parramatta Roads have moved to options assessment. The City plays a leading stakeholder role in these projects, and the related (for Parramatta Road) Camperdown Ultimo Transport Strategy. The City made significant comments to a draft Strategy in late 2020.

3.5 Transport services and infrastructure are accessible.

Major Programs	Progress To Date	Status
Parking		
Manage the demand for parking to ensure there is equitable access to the constrained supply.	Rangers proactively monitor parking across the Local Government Area (LGA) to ensure turnover and parking space availability for the community.	On Track
Advocacy		
Ensure the needs of all community and customers are considered in the master planning for transport and urban growth projects.	The City is advocating for high quality public domain outcomes for Metro station precincts, Central Station planning and Redfern Station upgrade. Ongoing advocacy and input into major State Government development projects including Waterloo estate and North Eveleigh.	On Track
Transport infrastructure		
Advocate to ensure public transport infrastructure meets the needs of users.	<p>The inclusion of Pymont Station in Metro West will bring significant benefits, with the station improving accessibility for resident, worker and visitor populations.</p> <p>The City continues to advocate for improved outcomes for residents and businesses from WestConnex Stages 2 and 3. The King St Gateway will reduce the traffic volumes, speed and capacity of Sydney Park Road, As part of the pandemic response, a pop up cycleway is in place, speed limits reduced, parking placed on the southern side of Sydney Park Road and a new pedestrian crossing west of Mitchell Road is installed but not yet operational.</p>	On Track

3.S.1 Performance Measures

Parking and road management

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Car share bookings	No.	233,527	239,637	-	70,395	73,521	-	-	143,916		Indicator Only
Residents who are members of car share schemes	No.	45,126	52,529	-	53,291	55,571	-	-	55,571		Indicator Only
Resident drivers who are members of car share schemes	%	35.12	40.7	-	41.3	42.7	-	-	42.7		Indicator Only
Length of streets across the local government area with a speed limit of 40km/h or less	Km	165.6	271.59	-	271.59	271.59	-	-	271.59	No speed changes on local roads since last reported quarter. Some localities have received pre-approval for speed reduction.	Indicator Only

Roads maintenance

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Road renewed/treated program	m2	32,785	29,021	20,000	644	9,282	-	-	9,926	The current program of works is on target to be achieved by Q4.	Watch

Traffic calming

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Transport-related projects (footpath widening, traffic calming measures, intersection upgrades, etc.) delivered as part of the City's Pedestrian, Cycling and Traffic Calming (PCTC) plans	No.	8	6	10	2	1	-	-	3		On Track

4 A city for walking and cycling

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

4.1 The city and neighbouring areas have a network of accessible, safe, connected pedestrian and cycling paths integrated with green spaces.				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Cycling				
Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local government area.	2023	26	Projects completed include cycleway pavement and drainage improvement works at Kent Street, Sydney. Projects In progress include a new shared zone in St Peters and Premier Lanes, Darlinghurst, and upgrade of the Lang Road/Driver Avenue signalised intersection in Moore Park.	Watch
Major Programs	Progress To Date			Status
Walking				
Deliver the Central Business District Streetscape Improvement program, including the installation of Smartpoles, upgraded and improved LED street lighting, traffic signals, street furniture and the installation of granite paving.	The Central Business District Streetscape Improvement program is on track for 2020/21 - 1,830m2 of granite has been laid.			On Track
Cycling				
Complete the City's high priority regional routes, with separated cycleways where possible.	Construction of Lawson Street cycleway completed this quarter and is one of four NSW Government funded permanent projects. Two of the four funded projects are on track to start construction in the third quarter; Liverpool Street western link, Chalmers Street link. The fourth funded project, Saunders Street and Miller Street is under construction. Procurement of the design consultant for Pitt Street north is complete. Consultation completed in December 2020 on the cycleway links in Erskineville and Alexandria to the Ashmore Precinct, Mitchell Road, Huntley Street and Oxford Street.			On Track
Partnerships				
Work with neighbouring councils, state and federal governments to implement the Inner Sydney Regional Bike network.	City staff continue to assist with Transport for NSW completion of a final business case for cycling infrastructure which will then support the Inner Sydney Regional Bike Network (ISRBN) submission to Infrastructure NSW and Infrastructure Australia. All pop up cycleways within the City are consistent with the ISRBN.			On Track
Civil Infrastructure				
Continue to implement priority actions from the Liveable Green Network, including the Footpath Renewal program, pedestrian and cycling safety improvements, new furniture installations, pedestrian lighting upgrades, installations of green verge/street gardens and new cycleways.	All programs of work continue to implement priority actions of the Liveable Green Network.			On Track

4.2 The city centre is managed to facilitate the movement of people walking and cycling.

Major Programs	Progress To Date	Status
Walking		
Work with the State Government to decrease waiting time and journey time for pedestrians on priority routes in the city centre, and Liveable Green Network routes throughout the local government area.	The City has continued to advocate for pedestrian priority in the city centre via the City Centre Action Plan. This includes reduced waiting times, improved space and improved quality of the public domain for people walking. This is particularly important as people return to work as part of our Community Recovery Plan from Covid-19. Improved priority at crossings will reduce pedestrian crowding at signalised intersections and support physical distancing requirements. Improving priority for pedestrians in the City Centre is also one of the draft outcomes as part of the Strategy for Streets work we are undertaking in collaboration with Transport for NSW.	On Track
Cycling - city centre		
Advocate to the State Government to complete the City Centre Access Strategy cycleway network.	Transport for NSW are planning to jointly fund new City Centre cycleways on Oxford Street (Taylor Square to Castlereagh) and College Streets.	On Track
Partnerships		
Collaborate with the State Government to integrate walking and cycling with George Street Light Rail and pedestrianisation project.	The permanent closure of George Street was approved by Council and Traffic Committee in December. Planning approval has been granted and construction works will commence in early 2021.	On Track

4.3 The number of people who choose to walk and cycle continues to increase.

Major Programs	Progress To Date	Status
Modal shift		
Promote the benefits of walking and cycling.	<ul style="list-style-type: none"> * We have been running a promotion and education program associated with the new pop-up cycleways, focused on improving people's capability to use the bike network. * Between July and December, 188 adults completed the cycling course (15 of those with the Rusty Riders version and 106 with the 1on1 version), and 61 adults completed the bike maintenance course. Schools courses restarted in November and December and 101 children attended. * We held 63 Share the Path education sessions in Q1 & Q2, where 553 people had their bikes tuned-up, 2,180 maps were provided and 418 bells and 144 lights were mounted on bikes. 	On Track
Walking and cycling for leisure		
Lead and/or support events celebrating and focusing on walking and cycling. Promote attractive routes and open spaces.	Only small scale, Covid-safe events are able to be run. To encourage cycling, particularly with the new pop-up cycleways, we are running just small try-a-bike sessions, pop-up bike maintenance displays, and guided rides, all with Covid-safe plans.	On Track
Monitor		
Monitor walking and cycling participation and trips, attitudes and safety.	Transport for NSW have added new bike counters on the pop-up cycleways. Together with Transport for NSW we have done additional monitoring and evaluation for the pop-up cycleways, including community telephone surveys and cycleway intercept surveys.	On Track

Behaviour

Ensure all road and path users have information and training available that enables them to exhibit the correct and safe behaviours.

* We published a video "Everything you need to know about cycling in Sydney" which covers road rules and safe and courteous riding on our website cycleways.sydney.

* Between July and December, 188 adults completed the cycling course (15 of those with the Rusty Riders version and 106 with the 1on1 version), and 61 adults completed the bike maintenance course. Schools courses restarted in November and December and 101 children attended.

* We held 63 Share the Path education sessions from July to December.

On Track

4.4 Businesses in the city encourage their staff to walk and cycle more often.

Major Programs

Progress To Date

Status

Journey to work - commuting

Encourage the use of walking and cycling for commuting to work in the city area.

City staff are working with the NSW Government's Travel Choices to provide them with the activities to support their program, including cycling courses for workplaces.

We have been running a promotion and education program associated with the new pop-up cycleways, focused on improving people's capability to use the bike network.

On Track

4.S.1 Performance Measures

Cycleways/Shared paths/Courses

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Length of separated cycleways provided	Km	0.31	2.89	0.47	6.78	0.21	-	-	6.99	Lawson Street cycleway open for use	On Track
Length of on-road cycleways provided/upgraded	Km	2.35	0.7	2.6	0	0.6	-	-	0.6	Kent Street cycleway pavement markings (including green high friction surfacing at intersection approach and driveways)	Attention Required
Length of shared paths provided/upgraded	Km	0.06	2	2.4	0	0	-	-	-	No shared paths were provided/updated Oct-Dec 2020. The focus this year was on delivering separated cycleways. More shared paths are planned for delivery in the coming year.	Attention Required
Growth in cycling activity at key intersections around the City of Sydney	%	7	(26)	-	-	(15)	-	-	(15)	Bike trips during the morning and afternoon peaks in October 2020 were down 15% on October 2019 counts, due to the impact of Covid-19. Fewer people are commuting into the city by all modes, though cycling has held up fairly well. There has also been a growth in bike trips outside of peak times which is not captured by the peak hour counts but can be seen in the data from the permanent counters.	Indicator Only
Attendees at cycle safety courses	No.	167	233	-	91	97	-	-	188		Indicator Only

Footpaths

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway renewed	m2	14,392	10,993	10,000	5,449	4,122	-	-	9,571		On Track
Footway replaced by green verge	m2	2,448	2,365	2,000	183	751	-	-	934	The current program of works is on target to be achieved by Q4.	On Track
New granite infill paving	m2	1,054	1,000	1,500	1,749	81	-	-	1,830		On Track

5 A lively and engaging city centre

Our international iconic status will be maintained and our distinctive character enriched with great streets, vibrant public spaces, a rich cultural life and a well-planned and functioning city centre, both day and night.

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

Major Programs	Progress To Date	Status
Public Domain Planning		
Continue to develop Public Domain Plans for the city centre.	Draft public domains plans for Town Hall precinct and City South (Central Station) precinct completed. Additional project co-ordination with State Government on Central Station precinct planning and city centre bus plan is currently required to finalise plans.	On Track
Safety		
Work with police and emergency services to deter, detect, delay, and respond to incidents in crowded places.	<p>The City is a member of a number of precinct security groups including Martin Place, Town Hall, Pitt Street Mall and Circular Quay. These groups provide an opportunity for businesses and landowners to collaborate and coordinate efforts to ensure the safety of crowded places.</p> <p>The City continues to support police through the operation of the Street Safety Camera Program, processing 256 applications for CCTV footage in Q2 and releasing 173 items of footage to support police investigations and prosecutions.</p>	On Track

5.2 The city centre provides diversity of built form, uses and experiences.

Major Programs	Progress To Date	Status
Public domain improvements		
Continue to deliver public domain capital works projects.	The Sydney Harbour Bridge Southern Cycleway (formerly Harbour Village North Cycleway) will be delivered by Transport for NSW. The City are currently managing the design development in consultation with relevant stakeholders and government bodies.	On Track
Planning		
Implement actions from the Central Sydney Planning Strategy that enable commercial space and activity.	<p>The Central Sydney Planning Strategy and associated changes to planning controls were amended and endorsed by Council and the Central Sydney Planning Committee in December 2020.</p> <p>This follows a public exhibition of the Strategy and proposed planning controls for 10 weeks from May to 10 July. Submissions were reviewed and reported with amendments to the planning controls. The adopted controls are with the Department of Planning, Industry and Environment for drafting and making of the local environment plan.</p>	On Track

5.3 Innovative, creative, retail, hospitality, tourism and small business activity is supported in the city centre.

Major Programs	Progress To Date	Status
Business space		
Facilitate access to appropriate space in the city centre for businesses within identified priority sectors including Tech Start-ups and Aboriginal and Torres Strait Islander business.	<p>While 2020 has been a challenging year, advances have been made through the City's Knowledge Exchange Sponsorship program which has continued to support business ownership and employment opportunities for Aboriginal and Torres Strait Islander business owners, a good example of a 2020 project success is IndigiSpace, who acquitted their funding in October 2020. With the City's support, IndigiSpace successfully secured more funding from various organisations which allowed them to double the number of businesses participating in the program (compared to what was originally proposed) delivering two programs in the 12-month period for a total of 30 Indigenous businesses to help them promote and support Indigenous business and cultures, and create more opportunities for growth and development. IndigiSpace developed the program with global early-stage investment group, Investible. They have also teamed up with Sydney Commons Lab to further their work.</p> <p>Other successful grants during this period include an extension of the Jarjums Program at Glebe Public School, a cookery program to enhance employment opportunities at Tranby National Indigenous Adult Education & Training centre and support for Blak Markets enterprise.</p> <p>Discussions continue internally to progress the combined work across the new Stretch Reconciliation Action Plan and Eora Journey Economic Development Plan including progressing the work on 119 Redfern Street, which will soon go to the consultation phase.</p> <p>Council also endorsed \$1 million of support for the Indigenous College at UTS, which will enhance access to tertiary opportunities.</p> <p>Work continues on securing an operator and design/construct of the Business Innovation Space project at 182 George Street which will deliver over 3,800 sqm affordable space at Circular Quay to support the tech startup sector.</p>	On Track

Tourism provision

Develop and deliver appropriate tourist information programs to meet visitor requirements.	Tourism has been significantly impacted by the Covid-19 pandemic with Visitor Services suspended from 17 March 2020.	Watch
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5.4 The city centre is a place for cultural activity, creative expression and participation.

Major Programs	Progress To Date	Status
City centre creative activity		
Support and facilitate the growth of creative and cultural activities in the city centre.	The City continues to support and facilitate the growth of creative and cultural activities in the city centre.	On Track

5.S.1 Performance Measures

City centre public life

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway dining in the city centre	m2	2,598.82	2,273.74	-	1,821	1,214	-	-	1,214	December's Footway area has declined almost 600sqm compared to the September 2020 report and we understand that this is due to the impacts of Covid-19, as advised by some Footway Approval operators.	Indicator Only

6 Resilient and inclusive local communities

Building communities through enhancing the capacity of our people and the quality of their lives.

6.1 Our city comprises many unique places – a ‘city of villages’ – for communities to live, meet, shop, study, create, play, discover, learn and work.

Major Programs	Progress To Date	Status
Learning and Creative Programs		
Deliver a welcoming cultural program within relevant City cultural venues.	<p>During this period staff delivered online programs to meet social connection and digital citizenship outcomes. Highlights included the launch of live laser cutting and 3D printer workshops, the 2020 Microflix Film Festival in collaboration with UTS and Little Fictions as well as the continuation of Adobe Creative workshops and online, fortnightly lunchtime conversations.</p> <p>The pre-recorded Auslan Storytime program continued to expand through the production of new video content. Audiences were able to visit the Customs House exhibition, Developing Sydney: capturing change 1900 – 1920, with the gradual re-opening of Customs House Library to the public.</p> <p>A total of 91% of surveyed program participants learned something new and felt welcomed and included in the programs offered, while 90% agreed that they gained new knowledge.</p>	On Track
Public Domain		
Maintain and enhance public domain across the local government area through an ongoing program of improvement works.	Programs of work continue to deliver public domain enhancements across the Local Government Area.	On Track
Green Square		
Delivery of new community/cultural facilities, public domain and infrastructure to a high standard in Green Square.	<p>The City continues to implement a network of new streets, infrastructure upgrades, new community facilities, open spaces and pedestrian/bike links in line with the City’s public domain strategies, design codes and technical specifications. These works are of a high standard and designed to achieve high environmental performance, amenity and active and public transport. Examples of completed projects are the Green Square Community and Cultural Precinct, Green Square Library and Plaza, Dyuralya Square and the Green Square stormwater drain.</p> <p>In recognition of their design and built quality, these projects have been awarded numerous prestigious architecture, engineering and landscape architecture prizes. The Green Square town centre has also been awarded a Six (6) Green Star - Communities rating by the Green Building Council of Australia. The rating recognises the sustainability attributes of planning, design and construction of large scale development projects at a community scale. It is the highest possible rating, denoting ‘World Leadership’.</p> <p>New facilities in the pipeline include Gunyama Park Aquatic and Recreation Centre, planned to open in early 2021, and The Drying Green Park which is under construction and planned for completion in mid-2022. Planning for a new Green Square primary school and community shared use facilities on the Community and Creative Precinct is underway.</p>	On Track
Lead placemaking and community engagement activities for the growing Green Square neighbourhood.	<p>The Covid-19 pandemic has continued to prevent the City from providing our usual community engagement and activation programs and services due to physical distancing and health orders. Community programs are being developed and updated for online engagement as part of the broader City response which include those offered by the libraries network. The programs in particular address community needs generated as a result of the pandemic such as building resilience. End of year programs also offered online included a workshop for building and strata managers on emergency response, crime prevention and waste management in high rise buildings, and Christmas Singalong.</p>	On Track

Social Strategy

Implement the Social Sustainability Policy and Action Plan.	Within the Social Sustainability Action Plan there are 59 actions across four strategic directions. The majority of these actions have commenced, three actions have been completed and five actions are now continuing as business as usual.	On Track
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6.2 Our city is a place where people are welcomed, included and connected.

Major Programs	Progress To Date	Status
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Social Programs and Services

Implement the Inclusion Disability Action Plan.	<ul style="list-style-type: none"> •The City's Inclusion (Disability) Advisory Panel discussed the impacts of Covid-19 for people with disability and provided feedback on the consultation for the Inclusion (Disability) Action Plan for 2021-2025. • There were 1,031 unique views of the City's online accessibility map. • In partnership with the Council for Intellectual Disability, the City participated in a program aimed at reducing barriers to employment for people with intellectual disability. This program included staff training to increase capacity to support staff with intellectual disability in the workplace. • The City launched its new Inclusion (Disability) Awareness Training for all staff. • Online Art and Maker classes were produced and published on the City's website to ensure access to programs during the Covid-19 pandemic. All videos include Auslan interpreting, closed captions and an accessible PDF with step-by-step instructions to increase access for people with disability. 	On Track
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Offer affordable social programs and services that promote social inclusion, connection and participation.	<p>The Covid-19 pandemic prevented normal operations. Community centres had phased reopenings to ensure community safety. Sedentary activities recommenced in this period, and a range of free online classes and programs were offered to ensure ongoing community social inclusion, connection and participation. A total of 581 free online sessions were delivered to over 6,500 attendees and 1,895 phone calls made to individuals experiencing social isolation during the pandemic to ensure wellbeing and offer referrals where required.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> • 20 sessions of online programs/events were offered to vulnerable communities impacted by Covid-19 including international students, temporary visa holders. • 9,000 views of the Transgender Day of Remembrance online film event • 63 per cent of Connect Sydney fundraising and grant writing workshop attendees were from organisations supporting Aboriginal communities • 194 attendances at online English classes delivered in partnership with TAFE NSW through Ultimo Community Centre 	On Track
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Deliver programs that support community safety.	<p>Over 330 people were engaged through community safety activities delivered in partnership with NSW Police, Health, Department of Communities and Justice, non-government organisations and resident groups.</p> <p>The City delivered six initiatives to build community capacity to identify and respond to domestic and family violence. Events included an Author Talk, Domestic Violence Prevention and Ally Training, and Responding with Compassion Training. Over 195 people attended. Of those who completed surveys over 90 per cent would recommend attending to others, reported an increase in skills and knowledge, felt confident to apply what they had learned and agreed that they know where to get help if needed.</p> <p>The City hosted a "How to Deliver A Safe Event" seminar. This event was attended by over 130 people both in person and online. Of those who attended 100 per cent stated they know where to get help.</p>	On Track
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Social Justice

Undertake advocacy activities promoting social justice, community resilience and cohesion.

Within the Social Sustainability Action Plan there are several actions which commit the City to act as an advocate on behalf of our communities. The focus of our advocacy work for the next twelve months will be on the themes of financial security, housing, social cohesion and community spaces and places. This has included a submission to the Review of the Management of NSW Public Housing Maintenance Contracts recommending increased investment in new and old social housing stock, ongoing positive collaborations with the City to enhance safety, liveability and amenity of social housing neighbourhoods and the importance of place based community development workers.

On Track

6.3 Local economies are resilient, meet the needs of their community, and provide opportunities for people to realise their potential.

Major Programs

Progress To Date

Status

Information and research

Provide demographic, visitor and sector data and analysis to local businesses to assist in decision making and sustainable growth.

The 2020 Housing Audit, Residential Monitor, Commercial Development Monitor and Visitor Accommodation Monitor have been completed and uploaded to the City's external website. EconomyID added to the City's demographic suite of data. Includes impacts of Covid-19 on the economy.

On Track

Support small business

Strengthen the activation of precincts, with events, programs and services and develop resources that support existing and new business.

The City produced a free capacity building program, the Reboot Webinar Series, to help businesses adapt, innovate and thrive in light of the pandemic. The series included six webinars with an unprecedented 2,800 businesses registered and more than 88% of attendees stating the knowledge gained will help grow their businesses.

On Track

With the easing of restrictions, the City worked closely with grant recipients to safely reactivate the city, including a hybrid version of the annual Vogue's Fashion Night (In); precinct activations like the Eastside Sydney 'Happy Hours' and the 'Shop Late' initiative in Potts Point; as well as coordinated more than 200 events to be held from December onwards across the local government area.

6.4 There is equitable access to community facilities and places, parks and recreational facilities to support wellbeing in daily life.

Major Programs

Progress To Date

Status

Community Planning

Provide strategic direction for community facilities delivery to meet changing community needs and aspirations.

Ongoing social planning and strategy advice is being provided on City and State Government planning projects. These include: the Waterloo South redevelopment, the Waterloo Metro site, the Pymont Place Strategy, and the Blackwattle Bay and Fish Market site. Ongoing social planning and strategy advice is also being provided on City owned community assets to meet changing community needs and aspirations.

On Track

Community well-being

Provide education and care services and facilities across the local area, including preschool, long day care, occasional care and out-of-school hours services.

The City's education and care services have supported essential workers through Covid-19 by continuing to operate long day care, occasional care, pre-school and outside school hours care.

On Track

Highlights include:

- Zoom workshops with children to develop ideas for the Aboriginal Welcome Murals that will be painted on the facades of some early learning centres;
- Zoom reading sessions with children led by Aboriginal and Torres Strait Islander community members and Elders;
- Gardening projects for the children across the services;
- Child-oriented art projects that drew inspiration from various artists including Matisse, Vincent Van Gogh and Frida Kahlo;
- The Amazing Race game, where children had the opportunity to work as teams and compete in a range of challenges, and;
- Dramatic play experiences including "Talk Like a Pirate Day" and "Knights and Dragons" that were all sparked from children's interests.

Support a diverse, inclusive and accessible range of community programs and projects through community facilities.

The Covid-19 pandemic prevented normal operations. Community centres phased reopening to ensure community safety. Sedentary activities recommenced in this period, and a range of free online classes and programs were offered online to ensure community access to diverse, inclusive and accessible programs and activities. A total of 581 free online sessions were delivered to over 6,500 attendees, including 476 parents who participated with their babies and toddlers. Three online programs were delivered to support increased digital literacy skills.

On Track

Highlights include:

- 1,883 attendances at King George V Recreation Centre, Juanita Nielsen and Pymont Community Centre gyms
- 2,720 attendances across community centres to access free public access computers and connect with other community members and staff
- Redfern Community Centre hosted two community wakes for members of the local Aboriginal Community, in accordance with NSW Health requirements
- 172 Meals on Wheels clients received free Christmas meal hampers

Community Facilities Delivery

Develop a property portfolio that ensures community facilities optimise investment opportunities and community needs.

A Community Property Strategy is currently being developed. This will focus on optimising the use of community facilities to meet community needs.

On Track

Parks and recreation facilities

Maximise the availability and quality of facilities to meet demand for participation in sports across the community.

Ongoing projects that contribute to maximize the availability of quality recreational facilities include:

On Track

- New Aquatic and Fitness Centre at Gunyama Park (opening 1 February)
- New skate parks at Sydney Park - completed and opened in December 2020;
- New skate plaza at Federal Park (expected to be open late 2021);
- New outdoor gym completed and open at Pirrama Park in October 2020;
- New outdoor gym completed and open at Garraway Park December 2020;
- New indoor multipurpose courts at Perry Park under construction expected to be completed early 2022);
- Sports field development program - planning underway for new outdoor synthetic sports fields at Perry Park, Turruwul Park, Waterloo Oval and The Crescent.
- New synthetic sports field at Alexandria Park Community School (Joint Use Project)
- New change-rooms, toilets and storage facility for Jubilee Oval - planning and consultation with sporting groups underway.

6.5 The community has the capacity, confidence and resilience to adapt to changing circumstances.

Major Programs	Progress To Date	Status
Social services		
Refer to 6.3.2 "Strengthen the activation of precincts, with events, programs and services and develop resources that support existing and new business."		
Social strategy, research and planning		
Monitor Community Wellbeing Indicators to identify change and wellbeing trends in the community.	There have been no updates to the Community Wellbeing Indicators (CWI) in the past six months. The existing CWI data has been used to inform the Pyrmont Place Strategy and the proposed Sydney 2050 targets. The results from the Wellbeing Surveys (2011, 2015 and 2018) have been included in a PowerBI app for internal use (available through urban analytics).	On Track
Emergency Planning		
Work with the community, emergency services and relevant agencies to build capacity and resilience to prevent, respond and recover from emergencies.	The City continues to coordinate the activities of the Local Emergency Management Committee (LEMC), including the response to Covid-19. This includes regular reporting on response and recovery activities and emerging issues. Progress update includes: <ul style="list-style-type: none">- City of Sydney Resilience Risk Assessment and Action Plan is nearing completion.- Revised Local Emergency Risk Assessment is nearing completion and feedback is being sought from the LEMC.- Revised Local Emergency Management Plan is in progress.	On Track
Customer service		
Effective and efficient delivery of relevant information and services that meet community needs.	The Contact Centre and Service Centres continued to assist the community with their service needs. The City Concierge assisted small business and community groups with information relating to grants, financial assistance and Covid-safe information. The Community Hotline continued to assist the community with information about Covid-19 testing centres, masks and restrictions.	On Track

6.S.1 Performance Measures

Local economies

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Amount of footway dining in the Village Centres	m2	3,646.76	3,021.06	-	2,439	3,129.4	-	-	3,129.4	Despite the impact of Covid-19 on some businesses which has resulted in Footways being vacated, there has been a growth in footway area of 690sqm since September 2020.	Indicator Only
Economic grants approved by the City of Sydney	\$ '000	1,023.59	3,656.77	-	2,439.33	437.39	-	-	2,876.73	In the first half of the year, 264 economic grants were approved by Council for a year to date total of \$2,876,725 in cash and value-in-kind. These projects were awarded through the City's and Events Sponsorship (Village) Business Support Grants and Matching Grants. This includes support for live music across inner city venues, Sneaker Customisation Classes and Fenghuang Lion Dancing.	Indicator Only

Libraries and learning

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Active library memberships	No.	73,232	86,048	-	82,905	83,034	-	-	83,034	Membership level has been maintained through Covid-19 service disruptions due to availability of digital membership, with community members able to access library resources online.	Indicator Only
Items accessed from City libraries (physical and digital)	000	1,552.8	1,470.43	-	192.6	287.58	-	-	480.18	Overall access levels have decreased compared to the same time last year. Physical loans have decreased 55% due to the impacts of service closures through Covid-19, however digital loans have increased 36% due to availability of digital membership and increases in online resources.	Indicator Only
Attendance to City libraries	000	1,319.71	1,266.72	-	17.99	75.3	-	-	93.29	Visits to library sites down 84% compared to same period last year, due to service closures in response to Covid-19 public health orders.	Indicator Only

Child & Family Services

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Children supported through City operated Children's Services	No.	1,108	1,020	-	570	33	-	-	603	The current pandemic resulted in lower than usual attendances, particularly in the outside school hours care services, causing a decrease of 25% compared with the period last year (802). Note that the data measures children enrolled in care at the beginning of the financial year, and additional new enrolments occurring during the year.	Indicator Only
Approved Early Education and Care places (long day care, occasional care and preschool) in the City of Sydney	No.	-	-	-	-	-	-	-	-	Not yet due to report.	
Sessions of care provided at the City's Education and Care Services (long day care, occasional care, preschool, out of school hours care)	No.	-	63,830	-	16,595	15,276	-	-	31,871	The current pandemic resulted in lower than usual attendances, particularly in the outside school hours care services, causing a decrease of 13% compared with the same period last year (17,543)	Indicator Only
Discounted and free sessions of care provided at the City's Education and Care Services (long day care, occasional care, preschool, out of school hours care)	No.	-	23,666	-	6,989	6,347	-	-	13,336	The NSW Government extended the free preschool fee funding scheme, resulting in a 52% increase in the number of free sessions of care provided compared with the same period last year (4,188)	Indicator Only
Community health and well-being											
Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Attendances at targeted initiatives to improve community health and wellbeing	No.	517,859	372,418	-	4,543	3,762	-	-	8,305	Attendances were significantly lower due to Covid-19 public health orders. All programs were delivered online.	On Track
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	96.5	72.5	85	75	85	-	-	80		Watch
Parks and open space managed by the City of Sydney	ha	209.8	211.9	191	-	-	-	-	-	Not yet due to report.	Indicator Only
Attendances at aquatic and leisure centres	000	1,643	1,179.75	-	182	293	-	-	475	Attendances have been tracking above expectations since re-opening in June 2020. December 2020 showed a marked decrease resulting from Northern Beaches lockdown and Greater Sydney Covid-19 restrictions.	Indicator Only

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Peak Occupancy - Perry Park Recreation Centre	%	-	-	-	58	59.2	-	-	59.2	High interest continues for City run weekly sports competitions of volleyball, futsal and netball. Other sports run include basketball, badminton, roller skating, kendo and multi-sports.	Indicator Only
Peak occupancy - City's outdoor tennis courts	%	-	-	-	62.5	75	-	-	75	The City's tennis centres have been experiencing high levels of court usage. Whilst some competitions have had to be curtailed, the courts have been able to operate to allow the public access for exercise and recreation. The operators have reported positive feedback from customers around their ability to access the courts when other forms of exercise have been unavailable has led to positive mental health benefits.	Indicator Only

Social Programs and Services

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Social grants approved by the City of Sydney	\$ '000	2,696.67	6,531.49	-	3,555.98	285.48	-	-	3,841.46	In the first half of the year, 93 Social grants were approved by Council for a year to date total of \$3,841,459 in cash and value-in-kind. These projects were awarded through the City's Festivals and Events Sponsorship (Community), Knowledge Exchange Sponsorship and Matching Grants and includes support for Woolloomooloo NAIDOC Celebrations, Millers Point Community Garden and Playgroups in the Park.	Indicator Only
Revenue forgone by the City through the accommodation grants program – leases for social initiatives	\$ '000	2,907.42	3,024.03	-	726.01	692.04	-	-	1,418.06	Accommodation Grant Program.	Indicator Only
Programs/events delivered that promote social inclusion and connection	No.	1,129	986	-	20	16	-	-	36	Number of programs delivered were significantly lower due to Covid-19 public health orders. All programs were delivered online.	Indicator Only
Passengers trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	18,825	13,796	-	975	673	-	-	1,648	Due to Covid-19 restrictions, only the City's Outside School Hours Care, which are exempt from many health restrictions, accessed Community transport services in this period	Indicator Only
Subsidies provided through the City's community bus-hire scheme	\$	-	38,920.25	-	3,641	2,499	-	-	6,140	Due to Covid-19 restrictions hire of the City's community buses was significantly lower this period, with only two organisations requiring hire.	Indicator Only

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Meals provided through the City's Meals on Wheels service	No.	37,655	35,056	-	11,028	11,401	-	-	22,429	The City took on 36 additional clients from the Inner West Council Meals on Wheels service from 1 July, resulting in a 23.5% increase in meals provision compared with the same period last year.	Indicator Only
People surveyed accessing City programs and services who report an increase in their connectedness to the community	%	80	94	-	-	-	-	-	-	Not yet due to report.	Indicator Only
People surveyed accessing City programs and services who report an improvement in their physical health	%	85	83	-	-	-	-	-	-	Not yet due to report.	Indicator Only
People surveyed accessing City programs and services who report an improvement in their social wellbeing	%	89	81	-	-	-	-	-	-	Not yet due to report.	Indicator Only
Total bookings of City Spaces facilities and venues	No.	20,003	14,874	-	146	549	-	-	695	Due to Covid-19 safety requirements bookings were only open to self-help groups, weddings, wakes and some community groups on limited days. This has significantly impacted booking numbers.	Indicator Only
Total bookings of City Spaces facilities and venues at community rates	No.	10,530	9,027	-	0	231	-	-	231	Some hire for community groups recommenced but was limited by Covid-19 safety requirements. This has significantly impacted booking numbers.	Indicator Only
Overall attendance at City Spaces	No.	896,443	604,492	-	5,111	4,603	-	-	9,714	Community Centres increased the number of days of operation, but activities were still very limited due to Covid-19 safety requirements. This figure includes attendance at community centres and participation in online programs. While still popular, there was a slight reduction in people attending online programs.	Indicator Only
Bus hires through the City's community bus-hire scheme	No.	533	353	-	51	35	-	-	86	Due to Covid-19 restrictions hire of the City's community busses was significantly lower this period, with only two organisations requiring hire	Indicator Only
People surveyed accessing City programs and services who reported an increased sense of inclusion, belonging or awareness of diversity	%	86	84	-	-	-	-	-	-	Not yet due to report.	Indicator Only

Companion animals

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Dogs and cats impounded	No.	216	142	-	29	34	-	-	63	In Q2, City Rangers have impounded 20 dogs and 14 cats.	Indicator Only
Dog attacks	No.	140	145	-	24	31	-	-	55	There were 31 reported dog attacks in Q2.	Indicator Only
Dog declared menacing/dangerous	No.	3	3	-	1	1	-	-	2	There was 1 dog declared 'menacing' in Q2.	Indicator Only

7 A cultural and creative city

The City is committed to supporting Sydney's cultural life. We recognise the intrinsic and instrumental value of creativity as a cultural, economic and social force.

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

Major Programs	Progress To Date	Status
Creative Public Domain		
Deliver Art & About Sydney as a significant local and international program of public domain activity year-round.	During the past period, Art & About continued to attract audiences at existing murals by Max Berry, Georgia Hill, Ash Keating, Numskull and the Gadigal Mural at the Australian Design Centre. There was an increase in audience numbers to approximately 20,000 with the return of workers and visitors to Sydney CBD.	On Track
Deliver hoardings activation program throughout the city.	<p>The Creative Hoardings program requires builders and developers to use Site Works, bespoke artworks or historic images to improve the visual impact of construction sites in the City. The program has continued, business as usual, throughout the Covid-19 pandemic.</p> <p>A total of 64 of the new suite of Site Works licenses have been approved for installation in the public domain since their release in September 2019. This includes 12 licenses issued in this period.</p> <p>The City approved the display of historic images on hoardings at six locations across the City, including at 77 Market St where a bespoke historic hoarding design showing the history of the David Jones menswear.</p> <p>All 10 Site Works artworks have been licensed for use on concrete roadside barriers that will be used for outdoor dining precincts created as part of the NSW Government and City's Al Fresco City program. This will raise the visibility of the program and the artists involved.</p>	On Track
Delivery of art projects in the public domain.	<p>As part of the City Centre Public Art Plan there is a further laneway artwork in development and due for installation mid 2021. In addition to this the City is delivering four temporary artworks in city laneways to assist in activating the City over summer. These works will be installed from early January for up to six months.</p> <p>In Green Square the Connecting Project for Green Square Town Centre is currently in design development. Kerrie Poliness's 'Stream' is being delivered as part of the Drying Green Park currently under construction.</p> <p>The Eora Journey is progressing with 'bara' by Judy Watson to be installed in 2021. The Harbour walk is also underway with the first projects in development working with Place Management NSW. Stage two of the Redfern Terrace project is in development.</p> <p>Maintenance and conservation of the overall City Art collection is ongoing.</p>	On Track
Living History		
Continue to implement the history and curatorial programs in alignment with the Cultural Policy.	<p>Due to the Covid-19 pandemic, history and curatorial teams have continued to share knowledge and deliver public programs, mainly through online channels during this period. The Things We Keep series about the archives, history and curatorial collections was well-received and will become an occasional online series going forward.</p> <p>Live attendances in the digital sphere were up compared to face-to-face events, demonstrating greater access and outreach. The exhibition at Customs House, Developing Sydney: Capturing Change, 1900-1920, has been adapted as both a virtual exhibition and physical installation. The public has been able to visit the exhibition as Customs House has re-opened.</p> <p>Digital delivery of self-guided walking tours is being enhanced by the production of accessible documents and The Stranger's Guide: Sydney 1861 tour on the Sydney Culture Walks app was awarded a National Trust Heritage Award.</p> <p>The House & Building Histories Guide has been updated as part of the corporate website upgrade and the Barani website continues to be a major access point for Sydney's Aboriginal history.</p> <p>History Week 2020 was delivered online and the recorded presentations have been made accessible through the History Council of NSW's YouTube channel.</p>	On Track

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

Major Programs	Progress To Date	Status
Creative Participation Programs		
Deliver cultural infrastructure programs and liaise with providers to deliver programs.	<p>Joynton Avenue Creative Centre head tenant, 107 Projects (107), continues to support the artists, creative businesses and small creative organisations who lease the Centre's creative offices, which are currently at 95% occupancy.</p> <p>107 continued to provide a variety of online and at home activities delivered by artists, small creative businesses and some of the Centre's creative office tenants. 107's tenant, City People hosted an Accelerator for Arts & Culture during Covid-19 and beyond at the Centre, and a two day music event was held in the Centre's Outdoor Room, aiming to promote outdoor events again. Platform Live, an online one-day festival featuring some of Australia's boldest, creative, and most provocative artists and performers with disability was filmed from the Centre and 107's tenant, The Story Mill filmed and streamed a mix of fashion shows, panels, comedy and performance from the Centre during this period.</p> <p>Brand X, the head tenant and operator of the upper floor of the East Sydney Community and Arts Centre, increased the occupancy of their rehearsal space to 80% capacity this quarter, as users continued to return to the space whilst adhering to the physical distancing measures within Brand X's Covid-19 Safety Plan. Brand X's 'Flying Nun Program', showcasing the work of the Centre's performing arts residencies, recommenced in a live format, adding to their online live performance program and their new 'On-Demand' online program which enables the public to purchase tickets to private viewings of shows from the 2020 season. Brand X continue to deliver their 'A(2)A' (Artist-to-Artist) training sessions in an online format, enabling artists to share skills and technical knowledge with each other.</p>	On Track

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

Major Programs	Progress To Date	Status
Regulatory Reform		
Develop planning and regulatory reforms to support the provision of cultural infrastructure and activities.	The Open and Creative Planning Reforms, including encouraging later opening shops, new controls for cultural activities and new entertainment sound planning controls, have been approved by Council and the Central Sydney Planning Committee and exhibited. We are now considering submissions and will report back to Council in 2021.	On Track
Audience Development		
Provide support to a range of cultural groups that provide opportunities for creative participation, enhance creativity in the public domain and strengthen the sustainability and capacity of cultural and creative industries.	In the first half of the year, 115 cultural projects were approved by Council for a year to date total of \$2,696,259 in cash and value-in-kind. These projects were awarded through the City's Cultural and Creative Grants and Sponsorship, Festivals and Events – Artform (excluding major events), Knowledge Exchange Sponsorship, Matching Grants, Venue Hire Support Grants and Sponsorship, Quick Response and Street Banners Sponsorship programs. This includes support for the Music NSW's live music venue accessibility pilot, a production of a new Australian play held in Darlinghurst, the installation of a new public artwork in the Centennial Parklands and March Dance, a festival celebrating independent dance practice across Sydney.	On Track

Sector Development

Support and deliver initiatives that encourage a community of diverse creative workers and organisations.

The City supports its diverse creative communities through programs that develop skills and increase networks for artists and arts workers. Programs in development are being informed by Action 4 in the Community Recovery Plan: Protect and empower the cultural sector by prioritising the role of local creativity, cultural spaces, talent and knowledge. During this period the City delivered part one of four online grant writing training workshop series, Funding Fundamentals: get grant ready. The training series is designed to build the capacity of local artists and creatives applying for grant funding from the City and at state and federal level and 140 people attended the online workshop. Indigenous organisation Corporate Culcha provided online Cultural Respect training to tenants of the Creative Spaces programs to increase their understanding of Aboriginal and Torres Strait Islander culture and improve their knowledge of working with Aboriginal people.

On Track

7.4 The continuous living cultures of Aboriginal and Torres Strait Islander communities is visible and celebrated in our city.

Major Programs

Progress To Date

Status

Eora Journey

Commission a series of public artworks as part of the Eora Journey.

The City has launched 3 of the 7 public art projects in the Eora Journey program to take place over a 10 year period. Bara, Monument for the Eora by artist Judy Watson is due for completion in 2021. The second stage of the Redfern Terrace project is in development. The Eora Journey Harbour Walk project, which envisages new artworks and interpretations along a 9km harbour walk, is also in development in partnership with Place Management NSW and project partners including cultural institutions with the first projects underway.

On Track

Reconciliation Action Plan

Develop, adopt and implement an updated Reconciliation Action Plan.

The City's Stretch RAP was adopted by Council in November 2020. This followed consultation and approvals with City staff, Reconciliation Australia and the City's Aboriginal and Torres Strait Islander advisory panel. The Stretch RAP is a three year plan. There will be quarterly internal reporting and annual public reporting. The RAP working group will now focus on supporting the Stretch RAP's implementation and reporting.

On Track

7.S.1 Performance Measures

Culture and creativity

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	2,168.96	5,767.88	-	1,979.84	716.42	-	-	2,696.26	In the first half of the year, 115 cultural projects were approved by Council for a year to date total of \$2,696,259 in cash and value-in-kind. These projects were awarded through the City's Cultural and Creative Grants and Sponsorship, Festivals and Events – Artform (excluding major events), Knowledge Exchange Sponsorship, Matching Grants, Venue Hire Support Grants and Sponsorship, Quick Response and Street Banners Sponsorship programs. This includes support for the Music NSW's live music venue accessibility pilot, a production of a new Australian play held in Darlinghurst, the installation of a new public artwork in the Centennial Parklands and March Dance, a festival celebrating independent dance practice across Sydney.	Indicator Only
Revenue forgone by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	1,569.71	1,914.74	-	483	429.82	-	-	912.81	Accommodation Grant Program.	Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No.	124	85	-	34	113	-	-	113	The City provided 33 spaces to 113 organisations this quarter through a number of programs: Accommodation Grants Program, William Street Creative Hub, and Short Term Empty Property Program. This figure includes 34 subtenants that were not reported last quarter. The figures for the last two quarters are lower than previous quarters as they capture the period that tenants were most adversely impacted by Covid-19.	Indicator Only
Artists supported	No.	2,047	1,887	-	-	303	-	-	303	Artists engaged include all City's major events and library programs. The Covid-19 pandemic has prevented the City from delivering various programs and events which has meant fewer artists have been engaged during this period.	Indicator Only
Creative personnel supported	No.	16,375	11,699	-	-	780	-	-	780	Creative personnel engaged include those through the Creative Spaces Programs, library programs and major events. The Covid-19 pandemic has prevented the City from delivering various programs and events, therefore fewer creative personnel were engaged this period.	Indicator Only

8 Housing for a diverse community

An increased supply of diverse and affordable housing for our rapidly growing community.

8.1 The supply of market housing in the city meets the needs of a diverse and growing population.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Housing supply				
Continue to facilitate an Alternative Housing Ideas Challenge to promote dialogue and policy development using new ideas.	2021	95	The Affordable Housing Ideas Challenge preferred models require financial lifecycle evaluation to determine partners and project size.	On Track
Major Programs	Progress To Date			Status
Housing supply				
Seek the NSW Government's approval of the Housing Strategy and implement the actions through changes to the planning controls.	The Housing for All: Local Housing Strategy has been adopted by Council and is with the Department Planning, Infrastructure and Environment for approval.			On Track
Monitor the balance of residential development to non-residential development in the city including the size and mix of dwelling types.	<p>As at 31 December 2020 there were:</p> <ul style="list-style-type: none"> • 11,376 private residential dwellings approved or under construction in the city • 2,735 non-private residential dwellings approved or under construction in the city • 3,356 private residential dwellings lodged but not yet approved in the city • 2,315 non-private residential dwellings lodged but not yet approved in the city <p>In the second quarter of 20/21 there were:</p> <ul style="list-style-type: none"> • 842 private dwellings completed • 0 non-private dwellings completed 			On Track

8.2 The supply of affordable housing supports a diverse and sustainable community and economy.

Major Programs	Progress To Date	Status
Partnerships		
Continue to investigate opportunities to use City owned land for affordable housing delivered through partnerships with government, not for profits and the private sector.	<p>Several opportunities continue to be tested. Opportunities will progressively be brought to Council for consideration. St George Community Housing is on schedule for completion of 160 units on the City's former depot at Gibbons Street, Redfern.</p> <p>Within Green Square, St George Community Housing's development of the City's surplus land is in the planning assessment stage having completed the design competition on a 115 unit development.</p> <p>City West Housing are finalising due diligence and contract on minimum 160 unit redevelopment of the City's surplus land also within 500 metres of Green Square Railway Station.</p>	On Track
Planning		
Facilitate affordable housing through the planning system, optimising existing programs, developing new programs, encouraging site specific opportunities and investigating innovative approaches.	The City is working with the State Government to implement an LGA wide levy that will result in over 1,100 additional affordable dwellings. The City has also prepared planning proposals for NSW Land and Housing Corporation sites at Cowper Street, Glebe and Elizabeth Street, Redfern which will increase social and affordable housing. The planning proposal request for Waterloo Estate is under assessment.	On Track

8.3 The supply of safe and sustainable social housing in the inner city is available for those who need it.

Major Programs	Progress To Date	Status
Advocacy		
Advocate to state government and housing providers for the retention of existing social housing and increase in supply.	The City is currently reviewing the Waterloo South redevelopment planning submission. The City's response for the provision of community infrastructure is informed by ongoing research, data and evidence to support the current and future community. The City continues to engage and communicate with the Waterloo community and advocate for an increase in social housing supply across the redevelopment site.	On Track
Capacity Building		
Provide and support community capacity building initiatives in social housing neighbourhoods.	<p>The City delivered a range of capacity building initiatives to support social housing residents across the local government area over this period.</p> <p>Home Meal Delivery Service: in partnership with OzHarvest the City delivered 6,117 meals to residents' homes. The program has provided regular food support to 73 residents during Covid-19. Fresh fruit and vegetable hampers and Christmas cards were delivered to residents on Christmas eve.</p> <p>Erskineville Safety Event: the City in partnership with NSW Department of Communities and Justice, NSW Police and NSW Health held a morning tea event for residents living on the Erskineville estate. Of those who attended the event 90 per cent said they feel connected to their community and 100 per cent said they knew where to get help and 100 per cent said they are willing to help a neighbour if needed.</p>	On Track
Partnerships		
Collaborate with state government and non-government agencies and with residents groups to address safety and amenity issues for social housing residents.	<p>The City conducted safety audits in Glebe and Camperdown with local residents, Police, NSW Land and Housing corporation and Department of Communities and Justice. A number of actions have been identified to improve safety including; lighting repair, tree management, pedestrian safety, and waste management.</p> <p>The City provided 26,500 reusable facemasks to vulnerable communities including: social housing residents, rough sleepers, boarding house residents, food distribution charity partners, young people engaged in City summer programs. The City further coordinated the donation of 10,000 facemasks to charity partners through Viral Kindness.</p> <p>The City in partnership with Department of Communities and Justice and NSW Land and Housing Corporation coordinate the Social Housing Operations Group to improve safety of the social housing areas in the city. In the period the group resolved a range of issues related to maintenance, rodent management, waste, and antisocial behaviour.</p>	On Track
Collaborate with the NSW State Government to ensure the renewal of the housing estates are well planned and delivers improved social outcomes.	Following a NSW Government announcement in November 2019, the City is assessing planning proposals requests from NSW Land and Housing Corporation for a number of social housing sites in the council area. Requests for Elizabeth Street, Redfern and Cowper Street, Glebe, which provide additional social and affordable housing, have been reported to Council and the Central Sydney Planning Committee seeking approval to publicly exhibit. The Cowper Street, Glebe proposal has been publicly exhibited and submissions are being reviewed. The request for Waterloo Estate, Waterloo is currently under assessment.	On Track

8.4 People who are homeless or at risk of homelessness have access to safe and sustainable housing and support.

Major Programs	Progress To Date	Status
Housing solutions and support services		
<p>Advocate for innovative responses, and build the capacity of City staff, non-government services and the community to contribute to preventing and reducing homelessness.</p>	<p>The City continued to advocate for the needs of individuals through ongoing case coordination meetings and improving the efficacy of the coordination groups such as Homelessness Assertive Response Team (HART). The City is co-chair of the Non-Residents Rough Sleeper Coordination Group (with St Vincent's Health Network) and a member of the Aboriginal Case Coordination Group and Sydney Covid-19 Rough Sleeping Taskforce.</p> <p>The City is a signatory to the Act to End Street Sleeping, and participated in the development and implementation of the By Name List tool in the City of Sydney area. The City participated in the Council of Capital City Lord Mayors (CCCLM) housing and homelessness working group.</p>	On Track
Service coordination collaboration and capacity building		
<p>Partner and support the delivery and coordination of specialist homelessness outreach services to link people sleeping rough with services and support.</p>	<p>The Homelessness Assertive Outreach Response Team (HART), coordinated by the City, continued weekly patrols along with place based operations to ensure people sleeping rough have a coordinated approach to better access safe, long term housing with support. HART has also engaged with 1,725 people on outreaches since 15 March 2019. The City provided reusable cloth masks and the latest Covid-19 health information to people sleeping rough. In partnership with the Department of Communities and Justice and St Vincent's Health Network the City finalised the Emergency Response Protocol for People Sleeping Rough, conducted one heat response and supported St Vincent's Hospital in developing a 'Heat Hub' to support vulnerable communities in extreme heat during Covid-19 restrictions.</p>	On Track
Services		
<p>Monitor patterns of homelessness, and services available for people who are homeless or at risk of homelessness to identify gaps and trends.</p>	<p>The City's Homelessness services continue to be provided throughout the pandemic to support people sleeping rough. The City is a member of the Sydney Covid-19 Rough Sleeping Taskforce led by the Department of Communities and Justice and co-leads the Outreach and Non-resident Coordination Groups that sit under the Taskforce.</p>	On Track

8.S.1 Performance Measures

Housing

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New dwellings approved	No.	1,048	1,661	-	163	379	-	-	542		Indicator Only

Affordable rental housing

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Affordable rental housing units resulting from NSW government operations including Redfern Waterloo affordable housing levy	No.	-	-	-	-	-	-	-	-	-	Not yet due to report.	Indicator Only
Affordable rental housing units resulting from affordable housing levies in the city area	No.	-	-	-	-	-	-	-	-	-	Not yet due to report.	Indicator Only

Homelessness

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No.	220	264	-	74	63	-	-	137	This represents an 18% decrease compared to the same period last year, noting that in Q2 last year the number of people housed was significantly higher than average	Indicator Only
People prevented from becoming homeless through the City supported brokerage program	No.	204	193	-	24	38	-	-	62	This represents a 53% decrease compared to the same period last year, noting that significantly more temporary accommodation was provided by the NSW Government in this period.	Indicator Only
People sleeping rough in the city area	No.	373	334	-	-	0	-	-	-	The Covid-19 pandemic prevented the City from conducting the winter street count	Indicator Only
Grants for Affordable and Diverse Housing Fund and homeless funding approved by the City of Sydney	\$ '000	2,800	1,200	-	1,200	0	-	-	1,200	In the first half of the year, one grant was approved by Council for a year to date total of \$1,200,000 cash. Support was provided through the Community Services Grant to the Department of Communities and Justice (formerly FACS) to provide Specialist Homelessness Services in the Inner City area.	Indicator Only

9 Sustainable development, renewal and design

Our international iconic status will be maintained and our distinctive character enriched with great streets, vibrant public spaces, a rich cultural life and a well-planned and functioning city centre, both day and night.

9.1 The City of Sydney leads by example to facilitate great places.

Major Programs	Progress To Date	Status
Advocacy		
Engage with government led urban renewal projects to deliver design excellence, high environmental performance and provide appropriate infrastructure.	The City has prepared submissions on Blackwattle Bay Precinct, Central Station and Pyrmont Place Strategy and is engaging with relevant agencies to deliver design excellence, improved sustainability outcomes and appropriate infrastructure. The City's proposed planning controls for Elizabeth Street, Redfern and Cowper Streets, and Glebe social housing sites have set higher environmental benchmarks, design excellence strategies and space for community facilities.	On Track
Integration		
Collaborate with the private sector to deliver new or upgrade existing public infrastructure that supports renewal.	The City has executed 11 new Planning Agreements with the private sector this financial year. The Agreements will deliver new and upgraded public infrastructure including roads, footpaths, public parks and public domain upgrades delivered in association with development.	On Track

9.2 The city is beautiful, sustainable and functions well.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Strategic Planning				
Update the Local Environment Plan and Development Control Plan to implement the sustainability actions in the Local Strategic Planning Statement.	2021	50	A number of actions from the Local Strategic Planning Statement are being investigated in the forthcoming update to the Local Environmental Plan (LEP) and Development Control Plan (DCP). These include: developing planning controls to increase canopy cover on private land; defining biodiversity corridors and guidance for developments in those corridors; developing a pathway for the City's current planning controls to be strengthened over time to deliver net-zero energy buildings; developing NABERS water controls for non-residential buildings; and reviewing solar panel controls to reduce planning barriers that impact implementation.	On Track
Major Programs				
Design partnership				
Facilitate the Design Panels to provide expert advice on public domain and major development applications.	The Design Advisory Panel and Public Art Advisory Panel meet monthly and continue to provide valuable expert advice to the City on public domain design, park projects, major development applications and public art proposals. During Covid-19 all meetings have successfully been undertaken by video link.			On Track

Advocacy

Develop opportunities with state agencies that support the development of transport related infrastructure.	The City is continuing to work with state agencies on infrastructure planning through a number of place based precincts. This includes South East Sydney Transport Strategy, Pyrmont Place Strategy, Camperdown Ultimo Collaboration area and the Strategy for Streets.	On Track
Develop opportunities with state agencies that support the development of infrastructure for recreation and community facilities.	The City has negotiated a joint-use agreement with the Department of Education for the shared use of indoor and outdoor sports fields and access to other community facilities in the new Alexandria Park Community School and Inner Sydney High School at Surry Hills. Both school projects are under construction. The City continues to work with the Department of Education on plans for the Green Square Integrated Community Facility and School in the Green Square town centre. A design competition for this project was completed in 2020. Indoor spaces and a multi-purpose court are being planned for shared use with the local community.	On Track

9.3 There are great public buildings, streets, squares and parks for everyone to use and enjoy.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Public Domain Infrastructure				
Continue the implementation of the Wayfinding Strategy.	2023	98	The village packages and bus interchange wayfinding signage rollout are complete. Light rail corridor wayfinding signage also installed. Wayfinding documentation also being prepared to support the Harbour Walk. Signage rollout in Green Square is also continuing to be co-ordinated with completion of public facilities, parks and new streets.	On Track
Crowded Place Protection - develop kit of parts and design guidelines to implement protection measures.	2020	85	Draft design guidelines have been completed and reviewed and are now being finalised. Design and prototype of a City impact rated bollard that will form part of city suite of public domain furniture elements will commence in 2021.	On Track

Major Programs	Progress To Date	Status
Public Domain Infrastructure		
Undertake periodic review of public domain design codes in the city.	Revised Streets Code, Parks Code and Signage Code completed and undergoing internal stakeholder review	On Track
Update the Liveable Green Network Implementation Plan to reflect changes and completed projects.	The installation of new street furniture, pedestrian lighting, access ramps, green verge, cycleways and new footways, are continuing on the Liveable Green Network routes.	On Track

Public space planning

Develop initiatives arising from the City's Open Space and Recreation Needs Study, and Public Domain Studies.	The program for rollout of new and upgraded sports fields in the LGA was approved by Council. Assessment of properties for acquisition to provide additional sport and park amenity is undertaken as required. The George Street south pedestrianisation project is due to commence construction in early 2021.	On Track
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Open space

Negotiate provision of additional public open space through proposals to change planning controls (e.g. Planning Proposals with Voluntary Planning Agreements).	The City considers opportunities for additional public open space alongside changes to planning controls. The planning proposal for 55 Pitt Street, Sydney included a public benefit offer for new public domain and has been approved by Council and the Central Sydney Planning Committee. The planning proposal for 187 Thomas Street provided for new through site links and a publicly accessible plaza and the planning proposal for Elizabeth Street included through site links and public domain. The City is assessing the provision of public open space as part of the planning proposal request for the Waterloo Estate.	On Track
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9.4 Sydney plans for the long-term and the benefit of future generations.

Major Programs	Progress To Date	Status
Stormwater infrastructure Program		
Continue to monitor the implementation of the actions from the Flood Studies and Floodplain Risk Management Plans for all catchments.	The City has developed a flood policy and consistently implementing it across the LGA. The DCP is also under review to incorporate flood related controls. The flood studies for Alexandra Canal and Blackwattle Bay catchments have been updated incorporating new Australian Rainfall and Runoff (ARR) 2019.	On Track
Program delivery		
Develop and implement Public Domain Plans and Placemaking Strategies for urban renewal areas.	<p>The City continues to deliver in Green Square a network of new streets, infrastructure upgrades, community facilities, open spaces and pedestrian/bike links in line with our public domain strategies. These provide the setting for the community engagement and activation strategies the City would normally offer. The Covid-19 pandemic, however, has continued to prevent us from providing our usual programs and services. Community programs were developed for online engagement as part of the broader City response and some were run with a focus on the Green Square community.</p> <p>The public domain concept design for the Danks Street South Precinct in Waterloo is being developed. In November 2020 the community provided feedback on design principles and project ideas through online consultation, which included an interactive mapping tool and a webinar.</p>	On Track
Strategic planning		
Implement the Local Strategic Planning Statement through changes to the planning controls to provide for housing and jobs targets.	Council adopted and published the Local Strategic Planning Statement and Housing Strategy in March 2020 as required by the NSW Government. Progress on key actions in the Local Strategic Planning Statement includes approval of the Central Sydney Planning Strategy in December 2020 and consultation on the Botany Road corridor and Oxford Street precinct studies. These studies and the review of the Southern Enterprise Area strategy will be incorporated into the update to the LEP and DCP.	On Track

9.5 The urban environment promotes health and wellbeing.

Major Programs	Progress To Date	Status
Planning policy		
Collect, analyse and report data within the Community Indicators framework to inform priority programs and services for the community.	There have been no updates to the Community Wellbeing Indicators (CWI) in the past six months. The existing CWI data has been used to inform the proposed Sydney 2050 targets. The results from the Wellbeing Surveys (2011, 2015 and 2018) have been included in a PowerBI app for internal use (available through urban analytics).	On Track

9.S.1 Performance Measures

Development Assessments

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Average time to determine 90% of DA applications	Days	62	72.4	55	64.6	56.8	-	-	56.8		Watch
Average processing time for construction certificates	Days	6.68	6.85	10	6	9.23	-	-	7.62	The mean average for the period has increased from Q1 however the average was below the established target of 10 days.	On Track
Average time to determine 90% of S4.55 applications (previously S96 applications)	Days	41.6	42.9	40	37.03	33.08	-	-	33.08		On Track
Median (net) assessment time to determine DA & S4.55 applications (previously S96 applications)	Days	50	55	45	49	43	-	-	43		On Track
Average time to determine 90% of footway applications	Days	28.8	31.7	35	23.78	12	-	-	12	There was an improvement against target in Q2.	On Track
Outstanding DA & S4.55 applications over 100 days (previously S96)	%	22.8	24	20	18.5	12.36	-	-	12.36		On Track

Voluntary Planning Agreements

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Voluntary Planning Agreements offers	No.	27	16	-	3	6	-	-	9	The City received six new public benefit offers during the quarter.	Indicator Only
Voluntary Planning Agreements executed	No.	18	16	-	9	2	-	-	11	The City executed two new Planning Agreements during the quarter.	Indicator Only

10 Implementation through effective governance and partnerships

Partnerships across government, academia, business and community sectors; leadership in local, national and global city forums; and a proactive, resilient, well-governed organisation.

10.1 The City of Sydney is well governed.

Major Programs	Progress To Date	Status
Compliance		
Deliver programs to embed risk management principles into organisational decision making.	The Risk Management Policy was updated during the quarter and will be implemented in Quarter 3. The Team continues to provide ongoing risk management advice and support to City staff through the dedicated inbox and via project support, including the new Child Safe Standards, managing the impacts of Covid, compliance obligations, digital services and the al fresco city program.	On Track
Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan.	The City revised and updated Covid-19 risk assessments and NSW Health Covid-19 Safety Plans in line with revised Public Health Orders to ensure our facilities and workplaces were able to operate safely. Controls identified in these plans have been implemented. An increased proportion of our administrative and professional staff returned to Town Hall House with physical distancing, and other controls such as sanitiser, signage and appropriate cleaning in place. Facilities that were closed to the public were reopened when safe to do so in line with restrictions and Covid-19 Safety Plans.	On Track
Ensure Councillors have access to relevant information and assistance to enable them to fulfil their obligations to lead, govern and serve the community.	Councillors receive regular information updates and comprehensive briefings on all current issues. This has been particularly relevant as the City responded to the Covid-19 pandemic. In addition, the City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs.	On Track
Monitor compliance with privacy legislation to ensure that personal information held by the City is managed appropriately.	The team continues to provide regular advice to internal stakeholders in the area of privacy management, including review of the privacy protection notices and privacy project assurance for key digital transformation projects. Staff refresher Privacy training is being developed.	On Track
Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible.	The most frequently requested information continued to be development application related, which the City releases. The number of requests continued to be lower than pre-Covid. The expansion of content available online in the City's Find a DA tool (begun Sept 2019) has contributed in whole or part to meeting 6.80% of information access requests. The City's new Archives and History Catalogue (begun March 2020) has contributed in whole or part to meeting 12.13% of information access requests.	On Track
Continue to implement a risk based and comprehensive annual Internal Audit plan for the City in accordance with the Internal Audit Charter.	The three year Internal Audit Plan was approved by the Audit Risk and Compliance Committee on 02 July 2020 and is progressing well. A refresh of the three year Internal Audit Plan will begin in March 2021 and will be tabled at Audit Risk and Compliance Committee.	On Track
Ensure all electoral processes are well managed and meet legislative requirements.	Action against the work plan continues on track.	On Track
Develop and implement a program of managing Crown Lands, to ensure compliance.	<p>Successful community engagement was completed in December 2020. A preliminary insights report has been prepared for both the broader and First Nations engagement to inform the priority plans of management. A comprehensive report is underway.</p> <p>The Plan of Management templates have been completed and streamlined content is available for immediate drop in. The strategic documentation review and heritage analysis is at 50%.</p> <p>It is proposed to delay the release of the draft Plans of Management to a single Council meeting for later in the year. The additional time will ensure that each plan is thoroughly prepared and adequately represents the community's input.</p>	On Track

Governance

Continually review and adapt the elements of governance to maintain community confidence in the City.	The updated Privacy Management Plan was approved, and staff communications on the new Plan and privacy laws resulted in an increase in requests for advice from the team and reviews of privacy practices across the City. A new privacy refresher course for all staff is being developed, which will support the recent privacy review. Significant work has continued to systemise the following governance registers into the new CAMMS risk system: Fraud and Corruption Register, Delegation Register, Complaints & Allegation Register, Investigations & Complaints Outcomes Register, Conflicts of Interest Register and Policy Register. Several additional temporary Covid-19 delegations to the CEO and staff were implemented in support of the AI Fresco City objectives, City grants programs and other temporary requirements. The Code of Conduct and Procedures and Gifts and Benefits Policy were updated in response to recent amendments. A Code of Conduct new starter remote learning product was developed and 7 sessions for 189 participants have been conducted. An additional Gift and Benefit eLearn is also in development for new starters to complete separately from the Code of Conduct webinar.	On Track
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10.2 The City of Sydney has the culture, capability and capacity to deliver Sustainable Sydney 2030 priorities.

Major Programs	Progress To Date	Status
Organisational Capability		
Partner with regional governments, business and the community to facilitate delivery of the Resilient Sydney Strategy for the greater Sydney region and incorporate elements into the City's strategic plans.	<p>During the Covid-19 disruption in 2020, the Resilient Sydney Office regularly hosted Resilience Ambassadors meetings to connect all the councils of Sydney and rapidly share emerging information and innovations in response across the city. Councils have shared community and organisational recovery plans as the crisis evolved. The Resilient Sydney strategy continues active implementation through key actions:</p> <ul style="list-style-type: none"> • Action 1: The Resilient Sydney Office has provided coaching and support to a number of Resilience Officers in Sydney councils to develop local resilience plans. • Action 9: Cool Suburbs – Policy and action to cool homes and streets. Contractors working to this collaboration project have commenced development of a new rating tool to measure and encourage actions to reduce urban heat in the suburbs of Sydney. • Action 13: The Resilient Sydney Platform Phase 2 beta phase was launched in December 2020 and now has over 200 users from councils across Sydney. New datasets are being added in early 2021. • Action 16: Resilient Sydney continue to work with four NSW Government agencies to source social cohesion and wellbeing data to monitor social resilience for every LGA in Sydney. • Action 23: Resilient Sydney liaised with Resilience NSW to promote a number of Get Ready campaigns to residents and businesses through councils in the led up to the summer emergency season. 	On Track
Continue to deliver and enhance the Integrated Planning and Reporting and business planning framework to improve integrated long-term planning and sustainability.	<p>The 2020/21 Operational Plan and 2020 Resourcing Strategy were adopted by Council in June 2020, and reporting on progress has commenced.</p> <p>An addendum to the 2020/21 Operational Plan was adopted by Council in December 2020, outlining an extended grants and support program encompassing the AI Fresco City program. The extended program also includes a CBD Activation Grant, Cultural Sector Innovation Grant and Community Grant program.</p> <p>The City's 2019/20 Annual Report was also completed and published on the City of Sydney website.</p> <p>NSW Local Government elections are scheduled for September 2021 so an end of term report was not required in 2020.</p>	On Track
Implement and monitor priority actions within the People Strategy.	Key actions focussed on supporting productivity and employee wellbeing in the context of Covid-19. Remote working resources and policies were developed and plans for non-essential workers safely returning to offices and centres were implemented.	On Track

Deliver programs to build a diverse and inclusive organisation.	Key actions focussed on advancing the Reconciliation Action Plan; undertaking the City's Gender Pay Equity Review, and continuing the Counting Culture project.	On Track
Implement and monitor priority actions of the Information and Technology Strategic Plan.	The City's childcare services system was enhanced with new online features for parents such as online enrolment, and additional observation features for staff. The City also developed and released a virtual chat assistant to provide any time assistance via the website. The virtual assistant has been designed to address the community's most frequently asked questions including questions about rates, parking permits, waste and spaces for hire.	On Track
Enhance our digital capability implementing key actions from the Digital Strategy.	Work included increased internal data centre capacity, completing the data centre hardware refresh, network upgrade, meeting room technology and AV upgrades, as well as enablement of wifi across staffed sites such as childcare centres, depots, community centres and libraries. IT infrastructure improvements were also delivered to meet employees' needs for working from home and IT security education continued as a key focus. Other projects included the upgrade of key enterprise platforms Infor Pathway and TechnologyOne CiA.	On Track
Implement actions and deliver programs to improve customer experience.	Development of the City's digital channel continues, with the Virtual Customer Assistant (VCA) and Live Chat channels implemented in October 2020.	On Track
Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including climate change impacts and maturity assessment recommendations.	The Asset Management Plan template is being socialised with asset owners and key stakeholders, with feedback being incorporated into the plan. Review of the Asset Policy and Strategy is ongoing.	On Track
Partner with business, communities, organisations and other levels of government to deliver the Community Recovery Plan – a plan for the social and economic recovery of our city from the Covid-19 pandemic.	All actions of the recovery plan are underway and 56 of the 57 actions of the Community Recovery Plan were active in the quarter October - December. Business confidence rose dramatically over November, and December saw an increase over the quarter at +44% since September 2020. Consumer confidence in December was the highest since September 2019. Highlight activities include: - Launch of three Covid-19 recovery grants programs in the areas of community services (\$800k awarded), CBD activation (\$3M awarded) and cultural sector innovation grants (to be awarded early 2021). - Announcement of a \$20M partnership with NSW Government to activate the CBD with outdoor dining in new spaces, including streamlining of the applications process, a #rediscoversydney marketing campaign, the Summer Piazza outdoor stage featuring 32 nights of performance from Australian musicians and artists, including from local community groups, an expanded chairs-in-squares program, and Culture up Late where Sydney's major cultural institutions are staying open late. The program launched in December and will run until October 2021. - Continued collaboration with agencies to provide food relief to vulnerable people support with 7,800 meals and 1,420 hampers delivered every week and ongoing promotion of the #feedsydney fundraising campaign with OzHarvest - Continued focus on timely and accurate community and business communications about Covid-19 in our local area. A full activity report is available in the Community Recovery Plan quarterly report.	On Track
Continuous Improvement		
Implement a business improvement program to improve efficiency and effectiveness of key services.	The primary focus for improvement has been digitising key services to improve efficiency and user experience.	On Track

10.3 The City of Sydney is financially sustainable over the longer-term.

Major Programs	Progress To Date	Status
Financial Planning		
Undertake business case analysis to model the business and financial implications of all new major projects, programs and initiatives to ensure long term financial sustainability.	The City continues to model the business and financial implications of major programs, projects and initiatives to understand any impact on our long term financial sustainability. Business case reviews incorporate analysis of underlying financial assumptions and consideration of strategic alignment and proposed options.	On Track
Rates		
Continue to proactively advocate for change in local government rating legislation and guidelines to improve equity amongst our ratepayers.	The City continues to collaborate with other Councils and NSW Government, providing comment and feedback to Government reviews and reviews by the Independent Pricing and Regulatory Tribunal in relation to rates and annual charges.	On Track
Strategic Property Management		
Continue to work with property management service provider to optimise revenue opportunities.	Property management is progressing with the City's service provider and financial tracking and reporting is now integrated through the City's financial system. A commercial strategy has also now been established for the commercial portfolio with outcomes tracked through a dedicated subcommittee. A new monthly report has been created to track and minimise vacancies, and this is tracked through monthly operational meetings with the City's service provider.	On Track
Fees and Charges		
Progressively review the cost of delivering the City's major services to ensure appropriate fees and charges and ensure the level of council subsidy is identified.	The program has been impacted by Covid-19 disruptions, however a timeline for the targeted major services in the first phase of the project has now been completed, with the program to commence in early 2021.	On Track
Procurement		
Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability.	<p>The City continues to develop appropriate specifications that clearly define required outcomes and account for risks, to facilitate positive market responses that will achieve best value quality outcomes. A comprehensive update of all tendering & quotation documents has been completed for all stakeholders, including social & sustainable procurement assurance schedules.</p> <p>Contract reviews continue with key lessons learned used to improve performance under the contract and to improve future specifications and specialised training requirements. There is increased oversight on our strategic contracts focusing on performance, risk, costs and end of term transition considerations. Compliance assurance continues to promote best practice and governance.</p>	On Track

10.4 The City of Sydney makes a positive contribution to the governance of metropolitan Sydney.

Major Programs	Progress To Date	Status
Governance Reform		
Contribute to governance forums and reviews by the Office of Local Government and participate in relevant state and federal government initiatives.	The City continues to liaise with external agencies to implement and maintain best practice responses and advice for governance matters and to continue our professional networking and development. Staff attended an ICAC Corruption Prevention Forum, an ICAC presentation on Corruption Prevention Training Programs and a Corruption Prevention Network webinar on Conflicts of Interest. City staff also contributed to discussions within the Southern Sydney Regional Organisation of Councils (SSROC) Governance Forum on proposed changes to pecuniary interest disclosure returns.	On Track
Policy Reform		
Research, assess and make submissions on intergovernmental policy issues to NSW and federal governments where appropriate.	The City continues to make submissions to the State and Federal Governments on matters impacting the city, our workers, visitors and residents. Most recently this has included making detailed submissions on Improving the telecommunications powers framework, IPART's Domestic Waste Management Charges Discussion Paper and Inquiry regarding how they regulate monopoly water businesses, the Public Accounts Committee: Follow-up Review of the Management of NSW Public Housing Management Contracts, proposed amendments to the Liquor Amendment (24-Hour Economy) Bill 2020, and the Federal Government's Inquiry into Cultural and Creative Industries.	On Track

10.5 The community is engaged and active in shaping the future of the city.

Major Programs	Progress To Date	Status
Community engagement		
Deliver a high-value community engagement program, both face-to-face and online, to inform decision making, build capacity and develop a shared responsibility for actions with the community.	<p>45 projects have been open for consultation on Sydney Your Say with over 14,300 submissions received. Projects include the Central Sydney planning framework; Oxford Street review of planning controls; community gardens policy; City Farm business plan review; 6 small parks; Inclusion (Disability) Action Plan; Crown Land plans of management; various cycleways; George Street pedestrianisation; the rainbow path in Prince Alfred Park and reconfiguring Moore Park golf course.</p> <p>In response to Covid-19 physical distancing requirements, engagement has been moved online or undertaken in a Covid-19 safe way in outdoor settings. Over 30 online sessions were held with community members ranging in format from workshops, briefings and webinars. 11 pop-up sessions were held in outdoor settings with Covid-safe plans in place. Over 1000 people took part in a consultation on the future of Oxford Street. Four online community workshops took place in November. Over 800 people took part in the Oxford Street cycleway consultation.</p> <p>Over 300 people participated in Crown land plans of management consultation between 17 November and 15 December. The consultation program included an online survey, pop-ups, a discussion guide for community groups and schools and targeted online conversations with First Nations people, resident groups, and community garden and bush care groups. The public domain plan for Danks Street south precinct in Green Square consultation trialled a digital interactive mapping tool to receive feedback. Over 190 comments and surveys have been entered on the map.</p> <p>Overall, 239 people provided feedback to the George Street south pedestrianisation, with the majority of respondents (71%) supportive of the proposal. The International Association of Public Participation awarded the City of Sydney the Australasian Engagement Project of the Year for our work with the community in planning for 2050. The judges described the project as the core values of engagement in their purest form.</p>	On Track

Deliver key projects as part of Sustainable Sydney 2030 and which contribute to the finalisation of Sustainable Sydney 2050.	Due to Covid-19 the City did not deliver any events in Q1 and Q2 FY20-21 as part of Sustainable Sydney 2030 that contributed to the finalisation of Sustainable Sydney 2050.	On Track
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Finalise the review of Sustainable Sydney 2030, that has engaged the community in setting the future direction for our city to 2050.	The City of Sydney was recently awarded the 2020 International Association for Public Participation Australasian Project of the Year award for 'Planning for 2050', the City's engagement program to support the development of the forthcoming Sustainable Sydney 2050 strategy. The insights from this engagement program, research findings and the analysis of the impacts from the Covid-19 pandemic will all inform the vision for our city, to be finalised by mid-2021.	On Track
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Public access to information

Provide community information of new developments and/or changes in projects, programs and policies.	<p>We continue to provide regular updates to the community on a wide variety of City projects, programs and services through media releases, web and digital content, City of Sydney News digest and our social media channels.</p> <p>Key projects recently have included new/upgrades to our parks, our most detailed planning review in decades, new plan to progress reconciliation, inviting community feedback on new cycleway projects, workshops and seminars and lots related to Covid-19 recovery.</p> <p>Recently, the impact of the pandemic and new cases prior to Christmas, resulted in a series of changes to City's services, programs and operations and it was important that we communicate these new/temporary changes to the community as quickly and efficiently as possible.</p>	On Track
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Provide community access to relevant data through the City's open data portal.	Six new open data sets and two other data products (interactive maps) were published to the City's Data Hub. The environmental data already on the Data Hub was updated. The Data Hub now contains 105 open data sets and 54 other data products (interactive apps and maps, dashboards, and data stories) for use by the public.	On Track
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10.6 Strategic partners and collaborators support the delivery of Sustainable Sydney 2030.

Major Programs	Progress To Date	Status
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Local and regional government partnerships

Strengthen local and regional partnerships through collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community, including mechanisms such as the Resilient Sydney Program.	During the Covid-19 disruption in 2020, the Resilient Sydney Office has hosted regular Resilience Ambassadors meetings to connect all the councils of Sydney. Councils have shared good practice community recovery and economic investment programs. Collaboration projects with the NSW Department of Planning, Industry and Environment and Resilience NSW are improving engagement with local government in Sydney for programs on urban greening, resilience places and net zero planning. Discussions continue with NSW Government to share the learning of five years of the Resilient Sydney program in the development of Resilience NSW. The City continues to attend working group meetings of SSROC.	On Track
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State and national partnerships

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

The City continues to engage with a wide range of state and national partners to ensure shared objectives are achieved. We have engaged with metropolitan Sydney councils as well as with Ministers and Departmental representatives on issues and projects relevant to the City, such as homelessness and transport, our response to Covid-19 and how we can support the recovery of our economy. Meetings continue with relevant stakeholders in Local and State Government about the implementation of the Resilience Plan for Sydney. The City continues to participate in the Council of Capital City Lord Mayors, attending meetings with capital city counterparts on the night time economy, economic development, homelessness and affordable housing and advocacy to the Federal Government.

On Track

International partnerships

Utilise international partnerships programs to facilitate knowledge exchange and ensure the City benefits from the best and most current knowledge and processes to improve outcomes for the community and the area, including C40 and Global Resilient Cities Network.

International partnerships and engagement: The City contributed to an international article on international education titled 'The unsung benefits of attracting international students to your destination'.

On Track

C40 network: Research co-funded by the City of Sydney and C40 Women4Climate was recognised at the 2020 Greater Sydney Planning Awards. 'On the Go – How Women Travel Around Our City' study looked at the key drivers and barriers that are shaping women's transport choices across Greater Sydney and was named winner of the Planning Disruptor Award at the 2020 Greater Sydney Planning Awards. The City continued to participate in a number of global thematic webinars and working groups.

Resilient Cities Network: The global city resilience network remains active during the ongoing pandemic crisis, rapidly exchanging lifesaving emergency planning insights from cities on the front line of responding to Covid-19. Insights from global cities are being shared across metropolitan Sydney councils and the NSW government. Resilient Sydney continues to participate in a working group of cities sharing expertise on managing the impacts of extreme heat in the context of Covid-19 and social distancing measures. Implementation of the Resilient Sydney strategy continues.

10.S.1 Performance Measures

Accountability and transparency

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications received	No.	61	55	-	12	12	-	-	24	The number of section 41 access applications (formals) received was lower than usual. This is likely due to the impact of Covid-19.	Indicator Only
GIPAA Informal Access Applications received	No.	4,400	3,946	-	969	851	-	-	1,820	The number of information access requests (informals) received was lower than usual. The reason is likely to be the impact of Covid-19 on business activity within the LGA.	Indicator Only
Public Interest disclosures received	No	2	2	-	0	3	-	-	3	1 PID October 2020 2 PIDs November 2020	Indicator Only

Complaints processes

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Complaints upheld regarding breaches of the code of conduct by City Councillors	No.	-	-	-	-	-	-	-	-	Not yet due to report.	Indicator Only
Complaints regarding fraud or corruption by City staff upheld	No.	-	4	-	0	2	-	-	2		Indicator Only

Workforce

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent (FTE) establishment positions	No	1,963.43	1,977.33	-	1,973.12	1,982.32	-	-	1,982.32		Indicator Only
Vacancy rate	%	7.28	9.11	-	8.99	10.71	-	-	9.85		Indicator Only
Lost time injuries	No	47	54	-	12	12	-	-	24		Indicator Only

Customer service

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Customer contacts via Online Business Services (OBS)	No.	183,514	224,942	-	57,981	56,512	-	-	114,493	For the period July 2020 - December 2020 114,493 contacts were made via digital channels; a 7% increase when compared to previous year.	Indicator Only
Customer contacts via Online Business Services (OBS)	%	41.6	45.75	-	46	46	-	-	46	For the period July 2020 - December 2020, on-line contacts accounted for 46% of total received.	Indicator Only
Customer contacts by other channels (calls, counter)	No.	252,950	265,663	-	66,865	67,156	-	-	134,021	For the period July 2020 - December 2020 combined call and counter contact volumes decreased by 18,956 contacts when compared to same time in the previous year. This decrease was off-set by an increase in contacts via digital channels.	Indicator Only
Customer contacts by other channels (calls, counter)	%	58.4	54.25	-	54	51	-	-	52.5	For period July 2020 - December 2020, contacts received via telephone, mail, face to face and email accounted for 52% of total; compared to 56% for the same period in previous year.	Indicator Only
Calls answered within 30 seconds	%	69.66	67.25	70	70	67	-	-	68.5		Watch
Calls completed at first contact	%	83.46	87.5	80	93	94	-	-	93.5		On Track
Customer requests received	No.	182,069	220,247	-	54,173	55,482	-	-	109,655		Indicator Only
Customer requests actioned within agreed service standards	%	88.75	87.57	95	88	88	-	-	88	88% (48,824) of customer requests lodged were actioned within agreed service standard. Those that were not had added complexity e.g. planning and projects.	Watch