



# Operational Plan (Q4)

Annual Report  
2020/2021



# City of Sydney – Operational Plan Report – Quarter 4 2020/21

## Table of Contents

<b>1 A globally competitive and innovative city .....</b>	<b>4</b>
1.1 Plans are in place to accommodate growth and change in the city centre and other key economic areas.....	4
1.2 The city economy is competitive, prosperous and inclusive.....	4
1.3 The city economy is an integrated network of sectors, markets and high performing clusters.....	6
1.4 The city economy is resilient.....	7
1.5 The city enhances its global position and attractiveness as a destination for people, business and investment. ....	7
1.S.1 Performance Measures .....	9
<b>2 A leading environmental performer .....</b>	<b>11</b>
2.1 Greenhouse gas emissions are reduced across the city.....	11
2.2 Waste from the city is managed as a valuable resource and the environmental impacts of its generation and disposal are minimised. ....	12
2.3 Across the city, potable water use is reduced through efficiency and recycling and gross pollutant loads to waterways are reduced.....	14
2.4 City residents, businesses, building owners, workers and visitors improve their environmental performance.....	15
2.5 The City of Sydney's operations and activities demonstrate leadership in environmental performance.....	16
2.6 The extent and quality of urban canopy cover, landscaping and city greening is maximised. ....	18
2.7 The city's buildings, infrastructure, emergency services and social systems are resilient to the likely impacts of climate change.....	20
2.S.1 Performance Measures .....	21
<b>3 Integrated transport for a connected city.....</b>	<b>25</b>
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. ....	25
3.2 Transport infrastructure is aligned with city growth. ....	25
3.3 The amenity of the city centre and villages is enhanced through careful management and integration of transport. ....	26
3.4 Public transport, walking and cycling are the first choice transport modes within the city.....	27
3.5 Transport services and infrastructure are accessible.....	28
3.S.1 Performance Measures .....	28
<b>4 A city for walking and cycling.....</b>	<b>30</b>
4.1 The city and neighbouring areas have a network of accessible, safe, connected pedestrian and cycling paths integrated with green spaces. ....	30
4.2 The city centre is managed to facilitate the movement of people walking and cycling.....	31
4.3 The number of people who choose to walk and cycle continues to increase.....	31

4.4 Businesses in the city encourage their staff to walk and cycle more often.....	32
4.S.1 Performance Measures .....	33
<b>5 A lively and engaging city centre.....</b>	<b>34</b>
5.1 The city centre has safe and attractive public spaces for people to meet, rest and walk through at all times of the day or night; with George Street as a distinctive spine. ....	34
5.2 The city centre provides diversity of built form, uses and experiences. ....	34
5.3 Innovative, creative, retail, hospitality, tourism and small business activity is supported in the city centre. ....	35
5.4 The city centre is a place for cultural activity, creative expression and participation.....	35
5.S.1 Performance Measures .....	35
<b>6 Resilient and inclusive local communities.....</b>	<b>36</b>
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. ....	36
6.2 Our city is a place where people are welcomed, included and connected. ....	37
6.3 Local economies are resilient, meet the needs of their community, and provide opportunities for people to realise their potential. ....	38
6.4 There is equitable access to community facilities and places, parks and recreational facilities to support wellbeing in daily life. ....	39
6.5 The community has the capacity, confidence and resilience to adapt to changing circumstances. ....	40
6.S.1 Performance Measures .....	41
<b>7 A cultural and creative city.....</b>	<b>46</b>
7.1 Creativity is a consistent and visible feature of the public domain and there are distinctive cultural precincts in the city and its villages. ....	46
7.2 The city supports and encourages individual creative expression by ensuring opportunities for creative participation are visible, accessible and sustainable.....	47
7.3 Sydney’s cultural sector and creative industries are supported and enhanced leading to greater sector sustainability, productivity gains, and innovation. ....	47
7.4 The continuous living cultures of Aboriginal and Torres Strait Islander communities is visible and celebrated in our city. ....	48
7.S.1 Performance Measures .....	49
<b>8 Housing for a diverse community.....</b>	<b>50</b>
8.1 The supply of market housing in the city meets the needs of a diverse and growing population. ....	50
8.2 The supply of affordable housing supports a diverse and sustainable community and economy. ....	50
8.3 The supply of safe and sustainable social housing in the inner city is available for those who need it. ....	51
8.4 People who are homeless or at risk of homelessness have access to safe and sustainable housing and support. ....	52
8.S.1 Performance Measures .....	53

<b>9 Sustainable development, renewal and design .....</b>	<b>55</b>
9.1 The City of Sydney leads by example to facilitate great places. ....	55
9.2 The city is beautiful, sustainable and functions well.....	55
9.3 There are great public buildings, streets, squares and parks for everyone to use and enjoy.....	56
9.4 Sydney plans for the long-term and the benefit of future generations.....	57
9.5 The urban environment promotes health and wellbeing. ....	57
9.S.1 Performance Measures .....	588
<b>10 Implementation through effective governance and partnerships .....</b>	<b>59</b>
10.1 The City of Sydney is well governed. ....	59
10.2 The City of Sydney has the culture, capability and capacity to deliver Sustainable Sydney 2030 priorities.....	60
10.3 The City of Sydney is financially sustainable over the longer-term. ....	61
10.4 The City of Sydney makes a positive contribution to the governance of metropolitan Sydney. ....	62
10.5 The community is engaged and active in shaping the future of the city. ....	63
10.6 Strategic partners and collaborators support the delivery of Sustainable Sydney 2030. ....	64
10.S.1 Performance Measures .....	65

# 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
<b>City Planning</b>		
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. Final planning controls were approved by Council and Central Sydney Planning Committee in December 2020 and the controls with the NSW Government for implementation. Planning and Urban Design Studies to protect and grow jobs are being carried out for Botany Road Corridor, Oxford Street and Enterprise Lands. These studies are being formulated into planning proposals and have started to be reported.	<b>On Track</b>
<b>City Development</b>		
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 on public domain outcomes into state government led projects including Circular Quay, Central Station, Metro station precincts, North Eveleigh precinct, Redfern Station upgrade, and Barangaroo Central including Hickson Road (the Hungry Mile). Major private development projects include AMP Circular Quay precinct, Alfred and George Street Circular Quay. Public domain planning for Green Square and Ashmore Estate provide co-ordination and requirements for private developments across these precincts.	<b>On Track</b>
<b>Service Delivery</b>		
Deliver City Services to meet the needs of a Global City.	On track.	<b>On Track</b>

## 1.2 The city economy is competitive, prosperous and inclusive.

Major Programs	Progress To Date	Status
<b>Economy</b>		
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.	<p>To support economic recovery and the hospitality sector, Council approved fee waivers to June 2022 and changes to the City's Outdoor Dining Guideline, streamlining the approval process for outdoor dining on footways and in reallocated road space.</p> <p>The City's Nightlife and Creative Sector Advisory Panel met four times to discuss key issues and needs in light of the pandemic. Their feedback has helped inform the City's approach to supporting businesses and the creative sector. For the financial year 2020/21 the City supported 49 businesses to the value of \$485,618 under the Night Time Diversification and Live Performance Grant programs to increase the diversity of nightlife.</p> <p>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, which will be important to the post-pandemic recovery.</p> <p>The City provided input into the NSW Government 24-Hour Economy Strategy for the Greater Sydney Area, which was launched on the 14 September 2020. The City will work closely with NSW Government on implementation of the strategy which reflects the City's Open Sydney Strategy and many recommendations made by the City to the 2019 Parliamentary Inquiry into Sydney's Night Time Economy.</p>	<b>On Track</b>

Develop and implement the International Engagement Framework focused on promoting Sydney globally.	The City is incorporating its approach to international engagement in the development of its new community plan Sustainable Sydney 2050. In the past year, the City has delivered Asialink's Asia Business Event Series via a Knowledge Exchange Grant. The series of 3 events focused on 1) international education (30 March), 2) e-commerce for retailers (20 April) and 3) trade diversification (24 June). The events attracted 139 attendees. The City also supported the launch of Haymarket HQ's Sydney Landing Pad, NSW's first landing program for international high-growth SMEs and tech scaleups aiming to enter the Australian market, establish offices in Sydney and create new jobs. 37 international high growth companies have been accepted into the program with an average valuation per participating company of \$25million. Since the program started the program cohort has created 13 new jobs in Sydney. The City also held the virtual Lord Mayor's Welcome for International Students in collaboration with 13 partners including Study NSW. The event attracted over 300 registrations, with 100% of survey respondents indicating the event met or exceeded expectations.	<b>On Track</b>
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.	The City continues to work closely with the retail sector to support businesses through the recovery of the pandemic. Skills development programs such as Reboot Series, to enhance innovation, collaboration, digitisation and e-commerce were very successfully delivered in March with over 1,550 registrations of which 81% were business owners and entrepreneurs. Council and the NSW Government have supported the continuation of the Al Fresco outdoor dining program and fees will continue to be waived until 31 June 2022 to support the food and beverage/hospitality sector recovery. Data continues to be collected from participants of the Al Fresco program - to date over 80% satisfaction rating has been received from applicants and that 90% of respondents reported that outdoor dining is beneficial or crucial to their business.	<b>On Track</b>
Implement priority projects and programs arising from the Tech Start Up Action Plan to support the growth of the tech start-up ecosystem.	The Business Innovation Space (currently under construction at 182 George Street) project continued to progress. The City is in negotiation with the finalist from the Request for Offer stage for the operator. This project will provide 3,800 sqm affordable space for tech startups and scaleups in 2022.  The Visiting Entrepreneur Program 2021 program was successfully delivered online in June. This year's theme is Transformative Technology - Bio & Quantum. Australia's chief scientist Dr Cathy Foley and four international entrepreneurs Po Bronson, Nabiha Saklayen, Rebecca Krauthammer and Ilana Wisby were the main speakers.	<b>On Track</b>
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.	The City continues to seek advice from the Aboriginal and Torres Strait Islander Advisory Panel. 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.	<b>On Track</b>
<b>Strategic research, analysis and knowledge sharing</b>		
Collect data, undertake strategic analysis, and provide demographic and economic development information to industry, academia, government and business.	No data available to be collected in the past six months (with exception of updated Estimated Resident Population for June 2020). Surveys, case studies & reports section of the City's website updated with latest data for external users. Analysis, data and insights provided to Greater Sydney Commission, the Department of Planning, Industry and Environment (DPIE), University of Technology Sydney (UTS) and other organisations in past six months.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Knowledge and skills</b>		
Implement appropriate projects and programs to support the recovery of the International Education sector impacted by Covid-19.	<p>As of 28 June 2021, there are over 170,000 international students enrolled in courses in NSW, of which over 112,000 students are onshore in NSW while over 55,000 remain offshore in their home countries awaiting the reopening of borders. This equates to approximately 34% of international students remaining offshore.</p> <p>On 10 June the NSW Treasurer announced a pilot plan to welcome new and returning international students to NSW from the second half of 2021. The industry-funded quarantine model will enable 250 international students to arrive in Sydney each fortnight and quarantine at specially approved student accommodation. It's worth noting the international student allocation is in addition to the current number of returning Australians, and all costs associated with travel and quarantine will be borne by education providers and students at no cost to taxpayers.</p> <p>17 activities took place this quarter to support the international student community, some highlights include:</p> <p>a) International Student Hub Pilot project launched on 26 May. The City provided a \$100,000 grant to Sydney Alliance to establish the International Student Hub in collaboration of over 50 community, religious and charitable organisations. At the launch, Investment NSW announced a \$120,000 contribution to the project to support case management and coordination, helping international students to navigate services and support. The City's contribution is focussed on community development initiatives including programs, consultation, advocacy, and research.</p> <p>b) A total of 409 international students participated in nine online events delivered by the City's International Student Leadership Ambassadors to build employability skills, support health and wellbeing and link students with relevant services. Events included: Networking with International Student Leaders; The Law in Your Hand and Career Success Essential Workshops.</p> <p>c) Letter sent from the Lord Mayor, with Alex Greenwich MP, to the NSW Treasurer requesting the safe return of international students and financial support for providers, student travel concessions, targeted mental health programs and to develop dedicated quarantine facilities. (June).</p> <p>d) Facilitated connection of industry experts with Australia China Business Council to stage a national symposium on international education attended by hundreds of industry, government and academic representatives, including keynote address by The Hon Julie Bishop, Chancellor of ANU, on 9th June.</p> <p>e) 140 people attended the International Student Leadership and Ambassadors 2018-20 Graduation and 2021-22 Program Induction Ceremonies on 2nd June.</p>	<b>On Track</b>
<b>Affordable spaces - economic</b>		
Manage the use of City owned properties as affordable space within the context of the City's economic action plans.	<p>The Business Innovation Space (currently under construction at 182 George Street) project continued to progress. The City is in negotiation with the preferred operator selected from the Request for Offer stage. With subsidy from the City, this project will provide 3,800 sqm affordable space for tech startups and scaleups from 2022.</p>	<b>On Track</b>

#### 1.4 The city economy is resilient.

Major Programs	Progress To Date	Status
<b>Economic Resilience</b>		
Contribute to metropolitan and state-wide strategic economic planning.	As a member of the Western Harbour Alliance, the City is involved in Western Harbour Precinct - Business Improvement District trial project. The City continued to contribute to the proposed three-year formal trial of the business improvement district model.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Major events</b>		
Deliver appropriate major events that support the social and economic recovery of the city.	<p>Forming part of the CBD Revitalisation program, from November to March the City delivered a program of roving entertainment in the CBD, drawing increased audiences to businesses, and creating opportunities for artists and creative industry practitioners. As part of this program, the City, State Government and Sydney Festival produced Sunset Piazza. This outdoor performance venue in Cathedral Square presented a program of 25 performances over eight weeks from January to March. The program provided employment to 425 creatives including 316 artists. The City installed Christmas trees and decorations in the CBD and villages and produced small pop up and roving music performances in the City's villages during December.</p> <p>In September, due to the pandemic the City announced that the NSW Government would take temporary custodianship of Sydney's New Year's Eve celebrations. The event was kept to a seven-minute pyrotechnic display at midnight and crowd numbers strictly controlled.</p> <p>In February Sydney Lunar Festival attracted a total audience of nearly 614,000 people. Installation of lanterns along George Street helped draw the audience to businesses in the CBD and Haymarket. The Community Performance Program was held in Lower Town Hall for the first time and involved 265 performers from the Chinese, Korean, Vietnamese, Taiwanese, Thai, Japanese and Indonesian communities. Of the 47 community groups involved, 15% participated in the program for the first time.</p> <p>Between February and June, the City launched 15 new capital works projects, ranging from the Gunyama Park Aquatic and Recreation Centre through to a series of small parks within local residential areas.</p>	<b>On Track</b>

#### Visitor Experience

Implement priority projects and programs from the Tourism Action Plan that focus on destination development, destination management and destination marketing.	<p>The City is working closely with the Tourism sector and the Visitor Economy stakeholders to support businesses affected by international, state and territory border closures, lockdowns and public health orders. We have contributed to submissions and advocacy programs to state and federal government to ensure support funds are directed to sectors most impacted throughout the pandemic.</p> <p>We do continue where possible to promote shop local and visitor local campaigns to residents, workers and visitors to drive footfall and spend into our LGA. Campaigns have included the 'rediscover Sydney' and '365 Days of Local Economies' campaign which have been well received with over 200k views per month. We are working closely with Destination NSW to ensure campaigns align and amplify our collective messages.</p> <p>We continue to support Business Events Sydney to rebuild the pipeline of business meetings for Sydney for a focus on domestic conferences and longer-term pipeline of international meetings and conferences.</p>	<b>On Track</b>
--	--	-----------------

## 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.

The City continues to work closely with media partners through the '365 Days of Local Economies' initiative to promote local businesses and precincts. In the last 12 months, the City has worked in partnership with Concrete Playground on "Our Sydney", a shop local initiative to support businesses heavily impacted by the pandemic. The initiative featured more than 900 local businesses across a series of 11 day and night village guides; a series of four highly engaging videos hosted by local creatives supporting businesses in the CBD, and 11 curated village lists of 'Reader's Choices'. Overall, the campaign reached more than 4.3 million people and achieved 9.6 million campaign impressions. Results of a Concrete Playground survey showed that 99% of readers agreed it was important to support local businesses, and 92% of readers said that the 'Our Sydney' content encouraged them to visit a local business. The City has continued to work closely with Business Events Sydney to support the attraction and acquisition of domestic and international business events for Sydney in 2022 and beyond to drive value for the city and ensure the ongoing recovery of Sydney's business events sector. In the last 12 months, Business Events Sydney successfully secured six global meetings and incentives for the city. These events are expected to deliver 25,950 delegate days to the city between 2021 and 2026, generating an estimated direct expenditure of close to \$25m for the economy. Meetings and incentives previously secured for Sydney using City of Sydney funding continue to be affected by the ongoing impacts of Covid-19. Of the 45 business events secured utilising City of Sydney funding for 2020 and beyond, 11 events have been postponed and 16 events cancelled. However, Business Events Sydney has succeeded in rescheduling 62% of previously secured business events to a future year.

**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.

The City continues to coordinate the activities of the Local Emergency Management Committee (LEMC), including the response and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues. Progress updates include:

- City of Sydney Resilience Risk Assessment complete.
- Revised Local Emergency Risk Assessment has been circulated for feedback by 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 Q4 the City collected 16,734 tonnes of residential and public domain waste. The total recycling component was made up of 239.23 tonnes of mattresses, an estimated 265.65 of whitegoods/metals, and 19.33 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. Inspection programs have been suspended since mid-June due to Covid-19 Public Health Orders.

- Boarding house/backpacker inspections continued in Q4.
- Late night and licensed premises inspections recommenced in Q4 after being suspended due to Covid-19.
- The retail food safety inspection program continued, with inspections being prioritised based on risk. The program is behind due to staffing shortages and Covid-19, however a plan to inspect all due premises over the next 12 months has been developed.
- The City continues to manage rodent baiting programs across all public spaces and parks.

**Watch**

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 Q4 the rangers spent over 12,000 hours in patrols to monitor legislative compliance and respond to complaints including but not limited to development applications, companion animals, noise, litter and unlawful trading.

**On Track**

## 1.S.1 Performance Measures

### City Development

Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	Q1	2020/21 Result Q2	Q3	Q4	YTD	Comment	Status
Commercial development approved	m2	307,491	275,036	-	46,370	37,357	58,436	54,629	196,792	Includes 42,000m <sup>2</sup> for redevelopment of Harborside Darling Harbour.	Indicator Only
Commercial development completed	m2	131,138.63	141,594	-	2,557	1,872	47,881	43,519	95,829	Includes redevelopment and refurbishment of Locomotive Workshop at Australian Technology Park.	Indicator Only

### Business Events Sydney

Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	Q1	2020/21 Result Q2	Q3	Q4	YTD	Comment	Status
Bids for business events submitted	No.	24	25	-	-	1	-	5	6	Six bids submitted in the last 12 months, this number has drastically reduced from previous years due to Covid-19 border closures.	Indicator Only
Events secured	No.	20	19	-	-	0	-	6	6	Over the 12 months to June 2021, Business Events Sydney utilised City funding to secure six global meetings and incentives for the city.	Indicator Only
Delegate numbers of events secured	No.	16,340	11,126	-	-	0	-	6,300	6,300	Covid-19 has impacted this industry.	Indicator Only
Economic impact of events secured	\$M	70	41.4	-	-	0	-	25	25	Covid-19 has impacted this industry.	Indicator Only
Delegate days of events secured	No.	72,530	43,696	-	-	0	-	25,950	25,950	Covid-19 has impacted this industry.	Indicator Only

### Support for the Economy and Business

Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	Q1	2020/21 Result Q2	Q3	Q4	YTD	Comment	Status
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	0	0	425.3	This year a total of 18 significant 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. Covid-19 affected the number of applications received for this financial year.	Indicator Only

Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	Q1	2020/21 Result			Q4	YTD	Comment	Status
Grants approved by the City of Sydney for major events	\$ '000	5,540.7	5,662.4	-	423.25	0	3,445.68	1,795.5	5,664.43		This year the City supported Sydney Fringe Festival, Vogue Fashion's Night Out, Sydney Festival, the Biennale of Sydney, Yabun Festival, Australia Day and the Sydney Gay and Lesbian Mardi Gras Parade and Festival, Sydney Fringe Festival and Vogue Fashion's Night Out to the value of \$5,664,434 in cash and value-in-kind.	Indicator Only
Diverse and inclusive economy												
Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	Q1	2020/21 Result			Q4	YTD	Comment	Status
City of Sydney suppliers who identify themselves as Aboriginal and Torres Strait Islander	No.	156	178	-	180	192	-	190	190		The frequency of reporting for this measure has changed from quarterly to biannually.	Indicator Only
International Students												
Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	Q1	2020/21 Result			Q4	YTD	Comment	Status
International students studying in the City of Sydney LGA	No.	175,000	140,000	-	-	-	-	129,939	129,939		In March 2021 NSW Department of Education Skills and Employment figures show 129,939 enrolments in Sydney - City and Inner South, not all of whom were onshore in NSW. Enrolments for NSW for the same period were 117,149 onshore and 55,263 offshore totalling 172,412.	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	0	The City continues to support the uptake of renewable energy through the Renewable Energy Help Centre, environmental grants program, and related initiatives.	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 and update procedures to drive efficiencies across fleet operations and reduce emissions. Work is nearing completion on an upgrade of the fleet asset system to assist these processes and to integrate data sources. A strategy is also being developed focused on the increased take up of more energy efficient vehicles via fleet procurement strategies and step change from traditionally fuel vehicles to electric vehicles. Emissions across the fleet continue to fall.			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.	Stage One of the change-over of Ausgrid-owned residential street lighting to energy-efficient LEDs is substantially complete. Over 3,000 (99%) light fittings have been upgraded to LED. A reduction in the City's electrical consumption of about 750 MWh a year has been achieved, representing 2.5% of the City's grid electricity use.  Stage Two of the change-over of Ausgrid-owned street lighting to energy-efficient LED lights on main roads is scheduled to commence July 2021 and expected to be completed within 12 months.			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.	Presented the performance standards to net zero energy to the Central Sydney Planning Committee and Council in May 2021. The project and associated planning controls were unanimously supported. The planning proposal has been submitted to the Department of Planning, Industry and Environment for approval to exhibit.			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 were incorporated into the performance standards to net zero energy buildings program.			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 Performance Standards program. The evidence base was complemented by discussions with a number of developers. The higher targets identified through the Net Zero Performance Standards program were presented and endorsed by Council in May 2021 and submitted to the Department of Planning, Industry and Environment for approval to exhibit. Discussion has started and continues with NSW Government on targets and improvements to the BASIX tool, as part of that net zero program.	<b>On Track</b>
--	--	-----------------

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Managing waste and resources</b>				
Continue investigating opportunities to divert residential food waste from landfill.	2022	77	<p>As at end of June 2021, the residential food scraps collection and recycling trial had been operational for 23 months. Key results of the project to 30 June were:</p> <ul style="list-style-type: none"> <li>A total of 569.64 tonnes of food scraps have been collected and recycled.</li> <li>More than 13,300 households now have access to the food scraps service across 162 apartment buildings and just over 1,000 houses.</li> </ul> <p>A series of three waste audits have been conducted over the course of the project to evaluate the outcomes of the service. Key results from these audits indicate that in properties participating in the trial:</p> <ul style="list-style-type: none"> <li>Total waste generation declined from 7.2 kgs/household/week in 2019 to 6.8 kgs in 2020 and to 6.1 kgs in 2021.</li> <li>The amount of food scraps that is being recycled by houses is very high and has increased over time, with 88% of all food waste being recycled in July 2020 and 93% in February 2021. Food scraps recycling by apartment buildings is relatively low, and it decreased from 33% in July 2020 to 23% in February 2021.</li> <li>Contamination in the food scraps bin increased from 1% in July 2020 to 4% in February 2021. This increase was due to large amounts of contamination found in only three bins in the February audit. With those atypical bins removed from the data, contamination would have been just 0.7%.</li> </ul> <p>In June, the City commenced a pilot of providing food scraps caddies and liner bags to apartments that haven't registered for the trial in four apartment buildings. The objective of the pilot is to test what happens to recovery and contamination in the food scraps bin when all apartments in a building are provided with equipment to participate in the service. To evaluate the outcomes of the pilot, the City will conduct a waste audit and a resident survey. Results of the pilot will support the business case for the proposed full rollout of the food scraps recycling service. Work is continuing on preparation of a project evaluation report and service options business case and recommendations for roll out of the service beyond the trial period.</p>	<b>On Track</b>

Major Programs	Progress To Date	Status
<b>Sustainable Planning</b>		
Review and update standard waste conditions to comply with new guidelines for waste management in new developments.	The waste conditions were implemented through the review of standard conditions of consent in June 2021.	<b>On Track</b>
<b>Monitoring and reporting waste</b>		
Integrate organisational waste reporting on the City's digital environmental platform.	Successful migration of City owned properties, major projects and operational maintenance upgrades onto a central platform for regular monitoring against targets.	<b>On Track</b>
<b>Managing waste and resources</b>		
Implement the Resource Recovery Engagement Action Plan to reduce waste, recycle more and work with the community to reduce illegal dumping.	<p>City staff are engaging directly with the public on how to safely choose reusable items over single use items and how to ask your local café for a 'contactless pour' into your reusable coffee cup through local pop-up stalls. From March to June 2021, City staff provided face to face education at 17 pop-up stalls to encourage use of reusable cups and engaged with 591 City workers and visitors during lunchtime in Martin Place, and 588 morning commuters in three locations near local cafes and transport hubs in Erskineville, Forest Lodge and Redfern. The City also partnered with Responsible Cafes to educate cafes on ways to promote reuse and waste avoidance. In May 2021 Responsible Café educators approached 102 cafes to engage with staff and encourage acceptance of reusable cups and provided educational posters to promote the uptake of reusable coffee cups and containers.</p> <p>The City is piloting a recycling support service to 40 apartment buildings across the City to make it easier for buildings to recycle right. From January to June 2021, City staff conducted 22 site visits and waste audits, engaged with 1870 apartment residents about recycling through letters, guides, posters, report cards and seven educational pop-up stalls. Initial findings show that the buildings in the program have been able to reduce contamination levels in the recycling bin and a reduce recyclables being placed in the rubbish bin.</p> <p>The City is partnering with Plastic Oceans Australasia to deliver a Primary School Waste Avoidance Program to engage with the school community about waste avoidance. From January to June 2020, in school terms 1 and 2, 14 local primary schools opted-in to the program and 261 students, and their teachers, engaged in 12 workshops.</p> <p>The City's "Recycle It Saturday" drop-off event was held on 19 June 2021 and attended by 589 participants despite rainy weather to recycle electronic waste, clothes, toys, polystyrene, x-rays, batteries, light bulbs and gas cylinders.</p> <p>The City's Home Recycling Trial collected 2041 bags from 875 homes, recycling a total of 6.1 tonnes of tricky items directly from residents' doorsteps in Q4 including soft plastics, clothes, batteries, light bulbs, polystyrene and small electronics. This is nearly triple the amount that was recycled in the previous quarter (Jan-Mar) showing growing demand in the service, especially as the pandemic continues.</p>	<b>On Track</b>
<b>Management and compliance</b>		
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 Q4 rangers conducted 1,376 hours of patrols and issued 34 notices. For the 2020/21 financial year 4,389 hours were conducted with 100 notices issued.	<b>On Track</b>

## 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. This project and a similar one undertaken by the Department for Planning, Infrastructure and the Environment has provided input into the recently released State Government 20 Year Waste Strategy.

**On Track**

In addition to the inclusion of an action to protect industrial land for waste recycling and management facilities as part of the City of Sydney Local Strategic Planning Statement 2020, the City has also provided comments on the recent State Government Employment Zones Reform regarding encouraging the use of light industry areas for circular economy activities or businesses.

## 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.

2022

80

The Green Square town centre water recycling scheme is in operation and supplying recycled water to users. 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. Additional pipeline has been requested for Meriton development on Epsom Rd and affordable housing scheme (St George and Citywest) on Ashmore Connector.

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 Expression of Interest is expected to go out to market in mid 2021.

Sydney Park Water Reuse relocation and upgrade completed construction and is in operation. Erskineville Water Reuse is under investigation (current works include to reinstate the bore, CCTV on the stormwater asset and stormwater flow monitoring and sampling).

**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.

MUSIC-link is used by both developers and staff. It streamlines the process of assessing the compliance of Water Sensitive Urban Design (WSUD) requirements in line with the City's water 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.	Advocacy has continued to NSW Government for environmental outcomes aligned to City targets in the following renewal projects: Waterloo Estate; Central Station; Blackwattle Bay.	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.	<p>The City has completed the base case (2006) stormwater quality modelling.</p> <p>The modelling will assist the City in tracking our progress towards the Sydney 2030 stormwater quality improvement targets and guide decisions regarding future stormwater quality improvement measures including Gross Pollutant Traps (GPTs) and raingardens.</p>	On Track
Continue to identify and implement opportunities to include Water Sensitive Urban Design (WSUD) infrastructure in all new City projects.	Ongoing - new WSUD infrastructure is considered for public domain works.	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 City's stormwater drainage network 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 (BBP) and CitySwitch Green Office. The focus for both these programs this quarter has been setting up governance arrangements for next financial year with financial members.</p> <p>A significant piece of work was completed to quantify the carbon savings achieved by the sector through the City's environmental performance grant program. A total of 25 Ratings and Assessments grants in the commercial office sector with a total City investment of \$249,489.00 has unlocked \$1,044,795 in community investment retrofitting buildings and reducing carbon emissions by 296 tonnes per annum.</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>Actions to deliver the Making Sydney a Sustainable Destination Plan included an annual event with the Sustainable Destination Partnership where annual results from 2020 were released. Work also commenced on the Sydney submission to the Global Sustainable Destination Index.</p> <p>A significant piece of work was completed to quantify emissions savings from the sector through the City's environmental performance grant program. A total of 85 Ratings and Assessments grants in the accommodation &amp; entertainment sector with a total City investment of \$922,087.00 has unlocked \$4,862,238.69 in community investment retrofitting buildings and reducing carbon emissions by 5,545 tonnes per annum.</p>	On Track

## Residential Engagement

Implement priority projects, programs and advocacy arising from the City's Residential Apartment Sustainability Plan.

The Smart Green Apartments (SGA) program has reduced emissions by 24,030 tonnes CO2e per year, and saved \$3.49 million in operational costs annually. 625kW of solar has been installed. The SGA awards were held in March at the Hudson residential precinct.

**On Track**

Since 2016 the City has invested \$752,054 through 122 Ratings and Assessments Grants to strata buildings. This has unlocked \$2,214,588 community investment in building upgrades reducing emissions by 3375 tonnes and operating costs by \$653,971 per year. 381kW solar was installed. Nine new Ratings grants were awarded to owners corporations in 2021.

Strata Leadership Network forums and the Strata Sustainability Reference Group were delivered quarterly focused on sustainability, resilience and Covid-19 support for high density communities. The City supported 114 apartment buildings to get a NABERS rating with four procuring GreenPower. A total of 22 SGA buildings and 31 grant buildings are participating in the City's food scraps recycling trial. The City continued to advocate for improved minimum environmental standards for apartment buildings.

## 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 16.8MW of rooftop solar installed in the Local Government Area. The Power2U rebate program (Ausgrid partnership) has facilitated 1,250 kW of rooftop solar projects in the city. Smart Green Apartments buildings have installed 652kW and 381kW has been installed as a result of the Ratings and Assessments Grants.

**On Track**

As part of the continued efforts to increase onsite renewables uptake, the City has published a guideline to installing solar in heritage areas, that balances the climate emergency response with heritage protection measures. This is a significant step forward in making it easier for residents and businesses to access renewables. The City is also accelerating renewables access through innovation grants.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Capital Projects</b>				
Install solar PV and energy storage infrastructure on suitable City properties and sites to maximise uptake of renewable energy.	2027	80	Installed capacity has reached about 2300 kW of solar PV panels generating over 3000 MWh of clean energy each year. More than 300 kW of extra panels are targeted for installation in the next two years, mostly at the new Huntley St facility, bringing the total installed capacity to just over 2,600 kW.	<b>On Track</b>

Major Programs	Progress To Date	Status
<b>Environmental Management Systems</b>		
Improve monitoring, reporting and verification of waste, energy and water data and other sustainability metrics for the local government area and our own operations.	Waste data improvement projects included improving the collection and reporting of construction waste from the City construction services contracts. These datasets are now being tracked and monitored through the Sustainability Management and Reporting Tool (SMART).	<b>On Track</b>
Continuously improve the systems, processes and organisational capability for managing utilities and other sustainability metrics within City-owned assets.	Environmental reporting system has identified significant sustainability opportunities. Opportunities have been actioned resulting in improved energy and water performance compared to last quarter.	<b>On Track</b>

## 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's Floodplain Management Program also considers the impacts of climate change in flood controls. The City continues to explore new opportunities and to participate in initiatives that improve outcomes and resilience with regards to climate change. Stage one of the accelerated upgrade of over 3000 Ausgrid owned street lights to energy efficient LED technology was completed in 2021. The City is also participating 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).

Continuing to implement energy and water initiatives at identified sites with focus on LED roll-out, water efficiency initiatives and rainwater tanks improvements.

**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.

Onsite food waste dehydrator under construction with estimated 6 months lead time. Working on site preparation with relevant stakeholders.

**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.

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 of the development of reports and data usage to more effectively maintain and manage the fleet. Fleet Services has also deployed 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 via procurement.

**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 - due diligence has been completed and implementation is now being monitored for effectiveness. Working with SSROC on further refinements to improve shared outcomes.

**On Track**

## 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.	2022	90	Face-to-face education and volunteer programs were on hold for a period in 2020/21 due to Covid-19 restrictions. Some education programs were moved to an online format with face-to-face workshops resuming in November 2020 in line with the Covid Safety Plan. During the year 29 education programs were held attracting 415 attendees, noting 38% of programs were delivered as webinars. A pilot school excursion program was held in June 2021 with students from a local high school. Farm volunteer programs resumed in August 2020, with 988 volunteer shifts being worked and 1766 volunteer hours being contributed to Sydney City Farm. The year saw 265kgs of food being harvested and donated to OzHarvest and the Asylum Seekers Centre for distribution to people in need. The City Farm Business Plan review continued including community consultation to understand the value of the farm and ideas for future programs and activities. In December 2020, 146 people responded to an online survey and three community focus groups were held in April 2021. Sydney City Farm Environmental Management Plan was finalised and accepted by the site auditor in August 2020. Asbestos remediation works were undertaken, and the City Farm orchard was constructed. Over 75 people attended the orchard site opening in May 2021, assisting to plant 100 fruiting trees, shrubs, and vines.	On Track
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	90	The review of the Greening Sydney Strategy is progressing. A draft Strategy was presented to Council at the March meeting, and community consultation occurred from 19 April to 23 May. The draft Strategy is scheduled to go to Council for adoption in July.	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 currently supports 23 community gardens, including two footpath verge gardens and three active Landcare groups which engage over 850 community volunteers. The City encourages gardens to become self-managed groups to a high standard and assists groups through access to grants and donation of materials and plants, including sourcing native plants from a local Indigenous nursery. A new garden group at Elger Street, Glebe is currently being formed.			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. At end June 2021, a total of 1,106 street trees have been planted, exceeding the target of 700 trees. A further 50 park trees were planted during the year. Ongoing delivery of the inroad planting projects continue, with works completed in Boyce St Glebe and Jones Bay Rd Pyrmont. 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 to improve habitat value for flora and fauna. Extensive works on the Prince Alfred Park native plant roof have been completed in June, with 2,700 tubestock plants installed. A work plan for Prince Alfred Park meadow has been developed to coordinate large scale removal of exotic grasses. In total, 13,579 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.	<b>On Track</b>
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. The database will aim to display community sightings on the City's website.	<b>On Track</b>

## Greening Sydney Plan

Continue to deliver the public domain landscaping program.	The Public Domain Landscape Program has delivered 11080 m2 YTD and 582 m2 of new and refurbished landscape work for June 2021. Significant projects include Gadigal Ave Waterloo and Chalmers St Surry Hills as well as large amounts of infill planting.	<b>On Track</b>
Deliver Living Colour floral displays throughout the city during spring and summer.	Spring, hanging basket and greenwall display to begin mid-September for an eight week period. Displays to continue through the Light Rail corridor on George and Alfred Streets. Greening also provided on Pitt and George street for alfresco dining.	<b>On Track</b>

## 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 March 2021 was down 31% on the same period the previous year due to: <ul style="list-style-type: none"><li>- more favourable rainfall</li><li>- consistent and timely investigation of changes in water use, including the use of interval, real time water data being provided by the Organisation Wide Metering Project - Automatic wet weather shut off irrigation systems</li><li>- We are using recycled water from Sydney Park for water truck filling.</li></ul> The new parks water recycling contract will deliver improvements in asset management approach and greater visibility and transparency over recycled water data.	<b>On Track</b>
Identify opportunities to connect parks to recycled or alternative water sources.	A review of opportunities to connect parks to recycled or alternative water sources was completed at the end of 2020. Implementation of a combined water re-use scheme to serve Erskineville Oval, Harry Noble Reserve and Solander Park is in development phase. Further investigation of opportunities for the following parks is proposed to be undertaken in future years: Rushcutters Bay Park, Redfern Oval and Park, Victoria Park, Wentworth Park. The following parks are proposed to be connected to the future CBD recycled water network: Hyde Park, Belmore Park, Prince Alfred Park, Observatory Hill.	<b>On Track</b>

## 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
<b>Climate change</b>		
Advocate for improvements to the national construction code.	The City has representatives on Australian Sustainability Building Environment Council (ASBEC) working groups meetings including the Compliance Working Group, Building Codes Task Group and the Nationwide House Energy Rating Scheme (NatHERS) National Stakeholders Consultative Group (NSCG). These groups provide input to inform the National Construction Code update 2022.	<b>On Track</b>
<b>Extreme weather events</b>		
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 and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues. Progress update includes: - City of Sydney Resilience Risk Assessment complete. - Revised Local Emergency Risk Assessment has been circulated for feedback by the LEMC. - Revised Local Emergency Management Plan is in progress.	<b>On Track</b>
<b>Urban heat island effect and flooding risk mitigation</b>		
Continue research and trials in monitoring and reducing the urban heat island effect.	Installation is near completion for a network of 21 sensors to measure urban heat and air quality around the city centre.	<b>On Track</b>
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 adopted the interim floodplain management policy in May 2014. Since then the policy is being implemented through development approval process. This policy along with the Development Control Plan (DCP) and LEP are being reviewed to ensure compliance with the current amendment to the planning regulations.	<b>On Track</b>

## 2.S.1 Performance Measures

### Greenhouse emissions

Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	Q1	2020/21 Result Q2	Q3	Q4	YTD	Comment	Status
Overall greenhouse gas emissions for all City of Sydney operations – total all emissions  Baseline 2006 data – 52,972 tCO2e	Tonnes CO2	39,354	36,459	-	3,926	3,877	2,947	2,032	12,782	Electricity emissions are zero since the City began using 100% renewable electricity in July 2020. Emissions listed here are from natural gas usage based on utility data from Envizi - which may include accruals and be subject to change and 'other' emissions which are based on the most recent year's verified emissions. The City verifies annual emissions as part of its climate neutral certification annually around December. The latest FY data are estimates only representing a 76% reduction in carbon emissions compared to the 2006 baseline.	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	4,553,154	4,275,807	-	-	-	-	0	-	Emissions data for the local government area is reported annually one year in arrears. Data for FY20/21 is not yet available.	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)	%	21.71	26.48	-	-	-	-	0	-	Emissions data for the local government area is reported annually one year in arrears. Data for FY20/21 is not yet available.	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	-	-	-	-	20.5	20.5	It is not possible to measure renewable energy at the local government area scale. The figure provided is the amount of renewable energy consumed in the NSW electricity grid for the 2020/21 financial year with data sourced from <a href="https://opennem.org.au/energy/nsw1/?range=all&amp;interval=fin-year">https://opennem.org.au/energy/nsw1/?range=all&amp;interval=fin-year</a>	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	477,223	378,360	-	70,073	84,846	91,521	88,088	334,528	The published data for the FY21 Q4 period is the best estimate available at time of the publication. Data for the previous three quarters has been revised following receipt of Sydney Water invoicing. The estimate represents a 22% reduction in potable water use compared to the 2006 baseline.	Indicator Only
Potable water usage from the local government area – 2006 baseline (33,712) (data from previous financial year)	ML	37,770	38,930	-	-	-	-	0	-	Water use in the local government area is published annually, one year in arrears, by Sydney Water. Data for FY 2020/21 not yet available. Figures for FY2019/20 have been revised to reflect final Sydney Water data.	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	17,416.87	16,734.4	69,445.73	The total amount of waste collected from residents is lower than previous quarters.	Indicator Only
Total residential waste collected per capita	Kg/Capita	279.9	286.29	-	71.97	71.3	70.7	67.93	281.9	Total amount of waste generated by each resident has reduced from previous quarters.	Indicator Only
Percentage of source separated recycling of total residential waste	%	26.38	26.57	35	28.13	27.5	27.82	27.24	27.67	The percentage of source separated recycling of total residential waste has reduced slightly from last quarter.	Indicator Only
Percentage of recycling and recovery of residential waste	%	48.67	45.52	70	50	46.5	46.78	44.74	47.01	Recovery rates are lower than previous quarter due to 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.	Indicator Only

## 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	229.23	231.19	880.04	The total waste generated from City owned and managed properties for FY 20/21 is 64 tonnes higher compared to last financial year. This is due to portfolio increases this financial year and significant closure periods last financial year, due to Covid-19 restrictions.	Indicator Only
Recovered and recycled waste collected from City managed properties including aquatic facilities	Tonnes	259.44	362.75	-	191.73	194.22	209.69	216.62	812.26	Over 90 per cent of waste materials have been recycled and recovered from City owned and managed properties each quarter of this financial year. This is a significant increase in waste recycled and recovered compared to FY19/20, resulting in the City achieving its operational waste target.	Indicator Only
Resource recovery of waste from the City's parks, streets and public places	%	42	46	-	-	-	-	52	52	Includes the following streams: kerbside recycling; food scraps; garden organics; white goods; E-waste and recycling events.	Indicator Only
Resource recovery of waste from City managed properties including aquatic centres	%	29	46	-	91.5	92	91	93	91.88	The June 2021 70% resource recovery target for City owned and managed properties has been exceeded. City properties have achieved an increase in the resource recovery rate from 44% in 2019/20 to 92% for 2020/21. Recycled waste accounts for 44% of the total amount of waste generated, including 14% from food scrap recycling. The remaining increase in resource recovery is largely due to the recovery achieved from the general 'dry' waste stream, via a process that turns this waste stream into a Resourced Derived Fuel that can be used as a fuel in cement production, rather than being sent to landfill.	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	16,235	34,147	106,383	Planting undertaken across the LGA including Hyde Park North, Wattle Street Streetscape, Canal Reserve, Prince Alfred Park, Southern Cross Drive Reserve, Sydney Park, Glebe Foreshore, Blackwattle Bay, Harry Noble Reserve, Redfern Oval, Alexandria Park, Hollis Park and streetscapes in Waterloo, Surry Hills, Rosebery, Alexandria and Erskineville.	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	1,498	1,673	11,080	The Public Domain program is well over target and under budget. Program delivery has kept up with the large volumes of greening work created by the City's stimulus package as well as completing garden refurbishing work. The recent rain has also helped the street gardens flourish.	On Track
Maintain or increase number of indigenous bird species observed (2009/10 baseline - 63 species)	No.	67	68	-	-	-	-	0	-	Numbers maintained - no formal avifauna surveys have been done in 2020/21 due to Covid-19 limitations. Fauna surveys due to commence in early 2022 to assess any changes over the last 10 years in line with the Urban Ecology Strategic Action Plan.	Indicator Only
Extent of locally-indigenous bushland	ha	12.2	12.9	13.5	-	-	-	12.9	12.9	No increases in this reporting period. Current total area of bush restoration sites exceeds the Urban Ecology Strategic Action Plan target of 9.2ha.	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	22	3.66	1,018.74	This year a total of 92 Environmental grants were approved by Council for a total of \$1,018,739. This includes a hire fee reduction of Sydney Town Hall for Tipping Point, to run their event #StopAdani and Beyond Roadshow.	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
<b>Planning</b>		
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.	The City is working with Transport for NSW to develop and implement a City Centre Action Plan, which has been informed by the City Centre Access Strategy (2013) and Movement and Place. 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.	<b>On Track</b>
<b>Advocacy</b>		
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.	Metro West station locations in Pyrmont and City Centre (Hunter Street at Wynyard) now confirmed and planning assessment underway. Regarding the Metro West extension, Council has requested the Lord Mayor write to the Minister for Transport and Roads seeking stations at least at Zetland and Central, to be operational by 2030-1 (same timeframe as Metro West). The City continues to prosecute the case for this early Metro West extension via projects such as the Transport for NSW Camperdown Ultimo Transport Strategy.	<b>On Track</b>
<b>Partnership</b>		
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.	<b>On Track</b>

#### 3.2 Transport infrastructure is aligned with city growth.

Major Programs	Progress To Date	Status
<b>Partnership</b>		
Work with the State Government to ensure the best outcomes are achieved for the community on large public transport and road projects.	The City is continuing to work with TfNSW to ensure the delivery of the King Street Gateway project with the final design features, including public art, being completed. The first stage of Metro West received planning approval in March 2021 following extensive lobbying by the City, and the NSW Government has now confirmed stations at Pyrmont and the City CBD at Hunter Street. The City is continuing to provide input into public domain and design matters, for the Sydney Metro City & Southwest stations within the City's LGA.	<b>On Track</b>
<b>Advocacy</b>		
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 kerb-side 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.	<b>On Track</b>

## Parking

Continue to implement the neighbourhood parking policy.	<p>The City will review the Neighbourhood Parking Policy in 2021-2. The review will include consideration of any matters in draft Sustainable Sydney 2050. The review will also include the process for determining visitor parking entitlements.</p> <p>The Policy remains fit for purpose in guiding how operational teams manage the kerb as roadscape change occurs, resident and business demand changes due to Covid-19 or new streets in Green Square open.</p>	<b>On Track</b>
---	--	-----------------

## 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.	The City continues to work with State Government to understand current challenges and innovations in last-mile freight. This includes research into the off street freight requirements of the city centre and the costs and benefits of providing for this using various delivery methods. This work is being finalised.	<b>On Track</b>
--	---	-----------------

## 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 neighbouring 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 councils 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.	<b>On Track</b>
---	--	-----------------

## Technology

Partner with the State Government to facilitate innovation in transport management, ensuring technology assists in achieving agreed urban and transport outcomes.	<p>Key actions from the June Council meeting are preparing planning controls to support electric vehicle uptake, and consideration of options for electric vehicles in the car sharing system. The City's advocacy for Zero Emissions buses in Green Square is ongoing.</p> <p>The NSW Government is preparing to trial smart kerbside approaches in Western Sydney. Transport for NSW has briefed the City. The City will continue to observe the trials to inform its own processes.</p>	<b>On Track</b>
---	--	-----------------

## 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
----------------	------------------	--------

### 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 TfNSW and the Centre for Roads Safety under the Roads Safety Partnership to deliver traffic calming devices and help reduce speeds within the Council area.	<b>On Track</b>
--	---	-----------------

### 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.	<p>The City continues to advocate for lower speed limits across the LGA. Transport for NSW (TfNSW) has responsibility for changing speed limits across NSW.</p> <p>The City is working with TfNSW to improve safety for all road users by introducing 40km/h speed limits throughout the local government area. The City has been applying to TfNSW for speed changes on the local and regional road networks and advocating for speed changes on the state road network.</p> <p>Reducing speed limits from 50km/h to 40km/h decreases pedestrian deaths and serious injury by up to 33 per cent. In Q4, new 40km/h speed limits were activated on King Street, Newtown and Wilson Street, Newtown and Erskineville Road, Swanson Street and Copeland Street, Erskineville. These roads are all State Roads under the control of TfNSW.</p>	<b>On Track</b>
---	---	-----------------

The City continues to advocate for changes on the state road network with Cleveland Street currently under review. Currently 72% of our local and regional road network has a speed limit of 40km/h or lower. The City is expecting TfNSW to activate the Potts Point, Rushcutters Bay and Elizabeth Bay speed reduction in July 2021. The City is targeting State and Regional roads for speed reduction as well as the remainder of the local road network. The lower speed limits will enhance community safety and encourage community recovery.

#### 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 continues to work closely with TfNSW in improve road safety outcomes. Our Speed Reduction Action Plan and Local Government Road Safety Program complement our business as usual working relationships with TfNSW.

**On Track**

#### Manage amenity

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

Due to Covid-19 pandemic requirements for a staggered start and finishing times, Cleanaway are allowed to start at 5am. They are minimising community disruption by varying the starting points and avoiding starting collection in residential areas where noise can be an issue.

**On Track**

#### Community programs

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

The City as part of the Local Government Road Safety Program has facilitated a number of community road safety education projects. These include school safety, speed reduction, motorcycle safety, pedestrian safety, senior safety, child restraint safety and learner driver programs. As part of the Local Government Road Safety Program the City accessed an additional \$20,000 of funding to support these programs.

**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.

Handover of the City assets from the Light Rail project took place in July 2020. All defects were rectified within the 12 month defects liability period.

**On Track**

#### Behavioural

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

Council has requested the Lord Mayor write to the Minister for Transport and Roads seeking Metro West extension by 2030-1. The priority station is Zetland station, which would significantly increase capacity in the City Centre-Green Square-Airport corridor, including Botany Road. The City continues to advocate for Light Rail / Trackless Tram / Zero Emission Buses between Green Square and the City Centre (using the Eastern Transit Corridor).

**On Track**

Designs for Oxford Street cycleway are being developed.

The City is advocating for major change to Broadway as part of the Camperdown Ultimo Transport Strategy (Transport for NSW). A key aspect is a public transport system incorporating reallocated roadscape on Parramatta road when West Connex opens in 2024. The City expects the draft Strategy will be presented to the Minister for Transport and Roads in late 2021.

### 3.5 Transport services and infrastructure are accessible.

Major Programs	Progress To Date	Status
<b>Parking</b>		
Manage the demand for parking to ensure there is equitable access to the constrained supply.	Rangers proactively monitor parking across the LGA to ensure turnover and parking space availability.	<b>On Track</b>
<b>Advocacy</b>		
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, Barangaroo Central/Hickson Road and North Eveleigh. Prime objective is to ensure a high quality, accessible public domain to allow people to walk and cycle to public transport and other destinations.	<b>On Track</b>
<b>Transport infrastructure</b>		
Advocate to ensure public transport infrastructure meets the needs of users.	The inclusion of Pymont Station and Hunter Street station in Metro West provides opportunities for placemaking in the station precincts. This will consider the needs of workers, residents, businesses and visitors to each location. The City is liaising with Transport for NSW and Sydney Metro to determine the best approach to developing and implementing specific concepts, such as street closures. The City continues to negotiate King St Gateway implementation as a community benefit from WestConnex Stages 2 and 3. The Gateway project will reduce the traffic volumes, speed and capacity of King Street south of Newtown, and Sydney Park Road.	<b>On Track</b>

### 3.S.1 Performance Measures

Parking and road management												
Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	Q1	2020/21 Result			Q4	YTD	Comment	Status
Car share bookings	No.	233,527	239,637	-	70,395	73,521	71,541	68,325	283,782	Reduction from previous quarter.		Indicator Only
Residents who are members of car share schemes	No.	45,126	52,529	-	53,291	55,571	57,217	58,542	58,542	Slight increase this quarter consistent with previous growth trend.		Indicator Only
Resident drivers who are members of car share schemes	%	35.12	40.7	-	41.3	42.7	44	44.9	44.9	Minor increase over last quarter.		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	295.4	295.4	King Street, Newtown from Carillion Ave, Darlington to Sydney Park Rd Erskineville is now 40km/h from 50km/h. Wilson Street, Newtown from Erskineville Rd to King St is now 40km/h from 50km/h. Swanson St, Erskineville from Erskineville Rd to Copeland St is now 40km/h from 50km/h. Copeland St, Erskineville from Mitchell Rd to Swanson St is now 40km/h from 50km/h. Princess Hwy, Newtown from King St to May Street is now 40km/h from 60km/h.		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	12,065	12,282	34,273	Annual target achieved.	On Track
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	1	6	10	Annual project target achieved for 2020/21.	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	85	Four infrastructure improvement projects delivered in FY21: 1. Kent Street, Sydney - separated cycleway upgrade. 2. St Peters & Premier Lanes, Darlinghurst - shared zone. 3. Lang Road/Driver Avenue, Moore Park (the City has accepted TfNSW funding) - signalised intersection upgrade. 4. Bowden Street, Alexandria - separated cycleway upgrade.  Mobilisation underway for delivery of FY22 improvement projects. Design and approvals progressing for FY23 improvement projects.	On Track
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 2020/21 Central Business District Streetscape Improvement program included the installation of 10 Smartpoles and LED lighting on Wentworth Avenue, the installation of 27 Smartpoles traffic signal upgrades and LED lights along Clarence Street and the installation of granite paving on sections of Elizabeth, Phillip and Sussex Streets.			On Track
Cycling				
Complete the City's high priority regional routes, with separated cycleways where possible.	65% of the planned regional bike network is complete including temporary pop-up cycleways (62% complete excluding the pop-up cycleways on regional routes).			On Track
Partnerships				
Work with neighbouring councils, state and federal governments to implement the Inner Sydney Regional Bike network.	Transport for NSW has committed to implementation of an adapted Inner Sydney Regional Bike Network - called the Principle Bicycle Network in its strategic planning documents. However, it seems that TfNSW may have stopped work on the Final Business Plan to support this, though it was supposed to have been completed at the end of 2020. Randwick, Waverley and Inner West Councils have recently built cycleways that are part of the Inner Sydney Regional Bike Network. The Sydney Gateway project and WestConnex are also contributing elements of the Inner Sydney Regional Bike Network.			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 2020/21 Capital Works Projects and Programs implemented 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
<b>Walking</b>		
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.	<b>On Track</b>
<b>Cycling - city centre</b>		
Advocate to the State Government to complete the City Centre Access Strategy cycleway network.	<p>Pitt Street pop-up cycleway (700 metres) and a short connection between Liverpool Street cycleway and Darling Harbour were completed.</p> <p>Transport for NSW has agreed to progress, and either fully or partially fund the following City Centre cycleways, totalling over 3km:</p> <ul style="list-style-type: none"> <li>- Pitt Street North permanent design to replace the pop-up cycleway</li> <li>- Oxford and Liverpool Streets (between Taylor Square and Castlereagh Street)</li> <li>- College Street</li> <li>- Castlereagh Street (between Liverpool and King Streets)</li> <li>- Chalmers Street link to Prince Alfred Park.</li> </ul>	<b>On Track</b>
<b>Partnerships</b>		
Collaborate with the State Government to integrate walking and cycling with George Street Light Rail and pedestrianisation project.	George Street between Bathurst Street and Liverpool is now complete, with Liverpool to Goulburn well underway. Project is on program.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Modal shift</b>		
Promote the benefits of walking and cycling.	<p>* 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.</p> <p>* In this FY, 336 adults completed the cycling course and 179 adults completed the bike maintenance course. 1690 young children attended the balance bike clinic.</p> <p>* We held 105 Share the Path education sessions, where 992 people had their bikes tuned-up, 3,577 maps were provided and 675 bells were attached to bikes.</p>	<b>On Track</b>
<b>Walking and cycling for leisure</b>		
Lead and/or support events celebrating and focusing on walking and cycling. Promote attractive routes and open spaces.	Guided rides and outdoor pop-up introduction to bike maintenance sessions were held but are currently on hold due to Covid-19 health restrictions.	<b>On Track</b>

## Monitor

Monitor walking and cycling participation and trips, attitudes and safety.

In 2021, 91% of residents are interested in walking more, up from 84% in 2017. There was a statistically significant increase in people saying they are “very interested” in walking more. The factors which will most influence people to “definitely more likely to walk” are wider and better-quality footpaths, more pedestrianised streets in the CBD, clean and tidy streets, and pedestrian priority at CBD intersections.

**On Track**

The proportion of residents who ride a bike regularly has increased from 7% to 18%. Over half of the regular riders only started riding in the last two years, an increase from past surveys. Of those, 52% started riding after finding out good places or routes to ride, more than double past surveys, and peer encouragement has also more than doubled.

There has been a significant increase in how safe riders feel – 60% feel at least moderately safe.

Residents who have a bike but don't use it much are significantly more interested in riding than in the last survey. 76% of infrequent and potential riders are interested in riding more. The main barrier is fear of riding with traffic, though there has been a significant drop in safety concerns among infrequent riders. Availability of bicycle paths separated from traffic continues to be the most effective measure at getting them to ride more. 68% of potential riders (ie that don't currently have a bicycle) would be “definitely more likely” to ride with separated bike paths available to them.

The twice-yearly bike count at intersections across the council area showed a peak in October 2019, when there were two and a half as many bike trips as when the count started in 2010 (a 147% increase). During Covid-19, travel in Sydney by all modes dropped by about half, but cycling was very resilient, with travel at commute times only falling by about 15%. Permanent bike counters show increases in bike trips at non-commute times.

A survey of residents of inner Sydney during Covid-19 restrictions found a high level of support for creating more space for people walking (75 percent) and cycling (72 percent). Also, 60 percent of residents support reducing vehicle traffic in their area and 69 percent of people think that measures should be taken even if it means slightly longer car journeys.

## Behaviour

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

\* In this FY, 336 adults completed the cycling course and 179 adults completed the bike maintenance course. 1690 young children attended the balance bike clinic.  
\* We held 105 Share the Path education sessions, where 992 people had their bikes tuned-up, 3,577 maps were provided and 675 bells were attached to bikes.  
\* City staff have been contributing advice and input to the Food Delivery Industry Safety Taskforce.

**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 program to provide technical advice to influence their program and 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 Result	2019/20 Result	2020/21 Target	Q1	2020/21 Result			Q4	YTD	Comment	Status
Length of separated cycleways provided	Km	0.31	2.89	0.47	6.78	0.21	0.05	0.47	7.51		The projects planned for completion this quarter are forecast for completion Q2 FY21/22.	On Track
Length of on-road cycleways provided/upgraded	Km	2.35	0.7	2.6	0	0.6	0	0.6	1.2		The focus of FY20/21 was implementation of separated cycleways. The Covid-19 transport response diverted resources to plan and implement on-road cycleways provision and upgrades.	Attention Required
Length of shared paths provided/upgraded	Km	0.06	2	2.4	0	0	0	0.13	0.13		The focus of FY20/21 was implementation of separated cycleways. The Covid-19 transport response diverted resources usually planning shared path provision and upgrades.	Attention Required
Growth in cycling activity at key intersections around the City of Sydney	%	7	(26)	-	-	(15)	-	(5)	(5)		Covid-19 continues to impact commute travel. While travel by all modes was down 50%, bike trips at commute times was only down 5% on last count in October, showing cycling to be quite resilient. Bike trips at other times of day have increased.	Indicator Only
Attendees at cycle safety courses	No.	167	233	-	91	97	86	62	336			Indicator Only
Footpaths												
Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	Q1	2020/21 Result			Q4	YTD	Comment	Status
Footway renewed	m2	14,392	10,993	10,000	5,449	4,122	4,742	5,577	19,890			On Track
Footway replaced by green verge	m2	2,448	2,365	2,000	183	751	694	855	2,483			On Track
New granite infill paving	m2	1,054	1,000	1,500	1,749	81	143	2,099	4,072			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
<b>Public Domain Planning</b>		
Continue to develop Public Domain Plans for the city centre.	Draft public domain plan for Town Hall precinct nearing completion. Progressing design option development for new Central station precinct public spaces to inform City South public domain plan. Additional project co-ordination with State Government relating to metro, bus planning and development is required to finalise both public domain plans.	<b>On Track</b>
<b>Safety</b>		
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 continued to assist the NSW Police through the operation of the Street Safety Camera Program. The City released 1049 items of footage to NSW Police in the past 12 months to support the investigation and prosecution of crimes against the person, including assault, affray, and robbery.</p>	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Public domain improvements</b>		
Continue to deliver public domain capital works projects.	The Sydney Harbour Bridge Southern Cycleway (formerly Harbour Village North Cycleway) will be delivered by RMS. The City is currently managing the design development in consultation with relevant stakeholders and government bodies.	<b>On Track</b>
<b>Planning</b>		
Implement actions from the Central Sydney Planning Strategy that enable commercial space and activity.	The Central Sydney Planning Strategy and associated changes to planning controls are currently with the Department of Planning Industry and Environment for finalising, after being endorsed by Council and CSPC.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Business space</b>		
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.	The Business Innovation Space (BIS) project at 182 George Street continued to progress. The negotiation with the preferred operator continued. It has been confirmed that the operator is to manage the fit-out and PCG agreed to the subsidy requested by the operator, which will be recommended to the Council. The BIS will provide 3,800 sqm affordable space for tech startups and scaleups in 2022.	<b>On Track</b>
<b>Tourism provision</b>		
Develop and deliver appropriate tourist information programs to meet visitor requirements.	Tourism has been significantly impacted by the pandemic with Visitor Services suspended from 17 March 2020.	<b>Watch</b>

### 5.4 The city centre is a place for cultural activity, creative expression and participation.

Major Programs	Progress To Date	Status
<b>City centre creative activity</b>		
Support and facilitate the growth of creative and cultural activities in the city centre.	The team has continued to be the point of contact for all outdoor activations, events and film productions in the public domain and facilitated and approved a large number of projects in-line with the changing requirements due to Covid-19.	<b>On Track</b>

### 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	2,100.7	2,498.74	2,498.74	A total of 144 Footway Consents make up this month's total of 2,498.74sqm, which is an increase of 402.94sqm and 16 Consents over the total reported in March 2021. This growth is attributed to the Alfresco City Outdoor Dining initiative and the footway fee waiver.	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
<b>Learning and Creative Programs</b>		
Deliver a welcoming cultural program within relevant City cultural venues.	<p>This year 3961 adults, youth and children participated in 218 inclusive cultural programs delivered in face-to-face, online and hybrid form across the City's Library network. Programming included 32 participation programs, 44 interactive workshops with a digital citizenship focus and 142 programs supporting social connection. Online videos such as the Art and Maker series and Auslan and English Storytime have had over 13,600 views. Customs House re-opened to the public with Developing Sydney: capturing 1900 – 1920 exhibition.</p> <p>The Covid-19 pandemic continued to impact face-to-face programming. The Hybrid in-person and online event delivery model was developed in response to reduced venue capacities and to increase program accessibility and support social connection.</p> <p>Program highlights included a Lunchtime Conversation series with topics such as fake news, and Sydney's sly grog history; 12 online Auslan and English Storytime videos; hybrid delivery of the Wikipedia Edit-a-thon and development Art and Poetry packs for distribution to Meals on Wheels recipients.</p>	<b>On Track</b>
<b>Public Domain</b>		
Maintain and enhance public domain across the local government area through an ongoing program of improvement works.	Capital works projects and programs continue to maintain and enhance the public domain across the Local Government Area.	<b>On Track</b>
<b>Green Square</b>		
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, 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.</p> <p>The Green Square Town Centre has been awarded a Six (6) Green Star rating for Communities 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>Other facilities such as the Joynton Avenue Creative Centre, the Green Square Library and Plaza and Dyuralya Square have been recognised by numerous awards.</p> <p>Gunyama Park Aquatic and Recreation Centre opened in February 2021 and has been awarded the Sulman Award for Public Architecture and the Lord Mayor's Prize at the 2021 NSW Architecture Awards.</p> <p>The Drying Green Park is under construction and planned for completion in mid-2022.</p> <p>Planning and designs for a new Green Square primary school and community shared use facilities on the Joynton Avenue Creative Precinct is underway in partnership with the Department of Education.</p>	<b>On Track</b>
Lead placemaking and community engagement activities for the growing Green Square neighbourhood.	With some easing of Covid-19 restrictions, some community programs were able to be held face-to-face in June 2021 as part of the annual Green Square Winter Warmers program before restrictions increased again. Other programs, such as the Building Managers monthly engagement continued online over the first half of 2021. The City has continued to work with Mirvac, a major landholder in the Green Square town centre, to facilitate the delivery of activation programs. This includes a new temporary open space link between the Green Square plaza and Ebsworth Street which will be used for Mirvac place making events and can tie in with City run events in the plaza in the future.	<b>On Track</b>

## 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.	<b>On Track</b>
---	---	-----------------

### 6.2 Our city is a place where people are welcomed, included and connected.

Major Programs	Progress To Date	Status
<b>Social Programs and Services</b>		
Implement the Inclusion Disability Action Plan.	<p>The City's fifth Inclusion (Disability) Action Plan 2021-2025 was endorsed by Council. The plan was developed in consultation with people with disability, including the City's Inclusion (Disability) Advisory Panel, people living with mental health conditions, carers and advocacy and disability organisations.</p> <p>The Panel provided input into Street Furniture concept designs and feedback on the impacts of Covid-19 for people with disability.</p> <p>A total of 1,808 (88%) City employees have completed the Inclusion (Disability) Awareness Training module.</p> <p>The City participated in a training program with the Council for Intellectual Disability for employees aimed at reducing barriers to employment for people with intellectual disability. The City updated the Online Access Map, which now includes stairs, lifts, seats, bus shelters, information kiosks and navability for six parks.</p> <p>Gunyama Park Aquatic and Recreation Centre opened and includes a Changing Places Facility with a hoist and lift system to carry a person through to the hydrotherapy pool.</p>	<b>On Track</b>
Offer affordable social programs and services that promote social inclusion, connection and participation.	<p>Community centres opened standard hours where possible, with safety provisions. Increasing numbers of face-to-face programs were offered, with free online classes and programs to ensure community social inclusion, connection and participation.</p> <p>A total of 81 programs were offered, with 11,985 attendances. A total of 1,056 free online sessions were delivered to 8,965 attendees, over 1,900 phone calls made to individuals experiencing social isolation, and 20 online sessions offered to vulnerable communities.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> <li>• 540 attendances at face-to-face English classes at Ron Williams Community Centre, and online in partnership with TAFE NSW through Ultimo Community Centre</li> <li>• 280 attendances at the Youth in the City School Holiday Program</li> <li>• 125 attendances at a community lunch program at Reginald Murphy Community Centre for older socially isolated people</li> <li>• 637 attendances at 24 online events and workshops for international students</li> <li>• 45 attendances at three online anti-racism and bystander action workshops</li> <li>• 9,000 views of the Transgender Day of Remembrance online event.</li> </ul>	<b>On Track</b>
Deliver programs that support community safety.	<p>In the period July 2020 to June 2021 the City's focus was on responding to the impacts of Covid-19 for the community. Key safety and crime prevention messaging was provided to over 2,600 residents monthly on topics including preparation for emergencies mail theft, scam protection and bike security.</p> <p>The City delivered the following programs raising awareness of domestic and family violence:</p> <ul style="list-style-type: none"> <li>- four Domestic and Family Violence Forums in collaboration with Women's Safety NSW, Domestic Violence NSW, NSW Police Force, Women's Legal Service NSW (First Nations Women's Legal Program) and Rape and Domestic Violence Services Australia.</li> <li>- 'Cultural competency and safety' training for domestic violence practice leaders to improve responses and support for Aboriginal and Torres Strait Islander community members accessing domestic violence services - a series of events as part of the global 16 days of Activism campaign in November 2020 engaging with over 180 participants.</li> </ul>	<b>On Track</b>

To contribute to the safety and protection of our most vulnerable residents during Covid-19, the City provided 23,000 free cloth reusable masks to identified vulnerable groups in the Local Government Area.

On the 8 December 2020, the City in collaboration with NSW Police and NSW Health hosted a “How to Deliver A Safe Event” seminar to support the CBD Revitalisation program to increase capacity and skills in delivery events safely in the context of Covid-19. Of those who provided feedback; 76 per cent increased their skills and knowledge, 96 per cent were confident to apply what they learned and 100 per cent know where to get help if they need assistance.

The City invested over \$2M in food relief including grants to support agencies to respond to the food need due to the impact of Covid-19 on the community, and a donation to OzHarvest. The City also convened a collective impact food relief operations group made up of 60 not-for-profit agencies and local businesses. The shared goal is to ensure anyone who needs food in Sydney can get it. Since March 2020 the group have provided over 600,000 meals, 60,000 food hampers and \$40,000 of vouchers to vulnerable residents.

During the period July 2020 and June 2021, the City established a temporary home meal service in partnership with Ozharvest to support residents not eligible for Meals on Wheels. This program was designed for highly vulnerable residents without the means or mobility to access alternative food support including people in self-isolation. Four food relief agency subgroups were established to respond to ongoing demand. This includes a core group of 34 agencies who respond to food relief in the City South, City West, CBD and City East areas, and a specialist group supporting Refugee and Asylum Seeker residents across the LGA.

## 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 contributing to the City's submission to the NSW Department of Customer Service's 2021 Strata Schemes Statutory Review recommending a focus on educating and promoting the responsible management of sustainable and resilient communities. City staff have also met with Australian Council of Social Services to discuss upcoming advocacy campaigns for "Raising the Rate" of financial assistance.

**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.

Surveys, case studies & reports section of the City's website updated with latest data for external users. Covid-19 impact data and analysis available on City's EconomyID site.

**On Track**

#### Support small business

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

As part of the \$20 million CBD Revitalisation partnership with NSW Government, 55 of these grants had been delivered by June 2021 including as the YCK Laneways Festival, a 6-week festival of music and cultural programming across 10 small bars around York, Clarence and Kent Streets (YCK). 100% of participating venues were satisfied or very satisfied with the results of the festival on their business; 90% saw an increase of 10-50% on their Mon-Fri turnover and 80% an increase of 10-50% over the weekends.

**On Track**

The City supported Afterpay Australian Fashion Week through a Commercial Creative Sponsorship. For the first time the program opened with a Welcome to Country, as well as the First Nations runway that showcased eight of the nation's most talented and highly awarded Indigenous designers.

The City continued the delivery of the Reboot Webinar Series to help businesses adapt, innovate and thrive in light of the pandemic. The City delivered 'Raising the Bar – Light Rail Edition' in partnership with established global event organisers Raising the Bar and Sydney University. The initiative saw 10 city bars and venues along the light rail corridor hosting 20 events.

The 2021 Visiting Entrepreneur Program (VEP) focused on biotechnology and quantum technology as emerging sectors in Sydney's economy. The VEP attracted more than 1,200 attendees. Results of our surveyed events showed that 73% of respondents gained new knowledge and skills by attending these events; and 75% of respondents agreed that the program raised the positive global profile of Sydney's startup ecosystem. The City also supported the delivery of the Asia Business Event Series via a Knowledge Exchange Grant focussing on international education, e-commerce for retailers and trade diversification.

#### 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
<b>Community Planning</b>		
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, developer and State Government projects to inform community infrastructure delivery and meet changing community needs and aspirations. These projects include the Waterloo Estate (South) redevelopment, the Pyrmont Place Strategy and the future planning of City owned community assets.	<b>On Track</b>
<b>Community well-being</b>		
Provide education and care services and facilities across the local area, including preschool, long day care, occasional care and out-of-school hours services.	<p>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.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> <li>• Workshops with children to develop ideas for Aboriginal Welcome Murals for the facades of some early learning centres;</li> <li>• Assessment and Rating Visits at Pyrmont Children's Program and Surry Hills Children's Program</li> <li>• Celebrations marking ANZAC Day and Reconciliation Week</li> <li>• Enhancing children's understanding of child safety during Child Protection Week through a range of age appropriate activities, experiences and discussions</li> <li>• Zoom reading sessions led by Aboriginal and Torres Strait Islander community members and Elders</li> <li>• Child-oriented art projects that drew inspiration from artists including Matisse, Vincent Van Gogh and Frida Kahlo</li> <li>• The Amazing Race game, where children competed in a range of challenges</li> <li>• Dramatic play experiences including "Talk Like a Pirate Day" and "Knights and Dragons"</li> <li>• Art, literacy, coding and movie making activities and projects.</li> </ul>	<b>On Track</b>
Support a diverse, inclusive and accessible range of community programs and projects through community facilities.	<p>Community centres opened standard hours where possible, with safety provisions. Increasing numbers of face-to-face programs were offered, with free online classes and programs to ensure community social inclusion, connection and participation. 729 parents participated in online or face to face programs with their babies and toddlers.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> <li>• 66,949 total attendances across all community centres</li> <li>• 7,959 attendances at King George V Recreation Centre, Juanita Nielsen and Pyrmont Community Centre gyms and 5,452 attendances at fitness and leisure classes across all centres</li> <li>• 172 Meals on Wheels clients received free Christmas hampers and 194 received Easter hampers</li> <li>• 183 programs were accessible by people with disability</li> <li>• 18 online programs were delivered to support increased digital literacy skills</li> <li>• 8 community wakes were hosted by Redfern Community Centre for members of the local Aboriginal Community</li> <li>• 2,720 attendances across community centres to access free public access computers and to connect with other community members and staff.</li> </ul>	<b>On Track</b>

## Community Facilities Delivery

Develop a property portfolio that ensures community facilities optimise investment opportunities and community needs.	A Community and Service Property Long Term Plan is currently being developed. This focus on optimising the use of community facilities in order 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 maximise the availability of quality recreational facilities include: <ul style="list-style-type: none"><li>- New Aquatic and Fitness Centre at Gunyama Park (opened February 2021)</li><li>- New skate facility opened at Sydney Park December 2020</li><li>- New skate plaza at Federal Park opened July 2021</li><li>- New outdoor gym completed and open at James Hilder Reserve March 2021</li><li>- New indoor multipurpose courts at Perry Park under construction</li><li>- Sports field development program - planning underway for outdoor synthetic fields at Perry Park, Turruwul Park and The Crescent</li><li>- New synthetic sports field at Alexandria Park Community School (Joint Use Project) underway</li><li>- New change-rooms, toilets and storage facility for Jubilee Oval - planning and consultation with sporting groups underway.</li></ul>	On Track
--	--	----------

## 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."	Refer to report under 6.3 Small business.	On Track
---	---	----------

### 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. Wellbeing indicators data has been used to support the Waterloo Human Services collaboration and Inclusion (Disability) Action Plan.	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 and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues. Progress update includes: <ul style="list-style-type: none"><li>- City of Sydney Resilience Risk Assessment complete.</li><li>- Revised Local Emergency Risk Assessment has been circulated for feedback by the LEMC.</li><li>- Revised Local Emergency Management Plan is in progress.</li></ul>	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 and financial assistance. In 2020/21 the City Concierge responded to 1,217 enquiries. The Community Hotline assisted the community with information about Covid-19 testing centres, vaccination centres, masks, food security and restrictions. In 2020/21 the Hotline assisted 302 community members. A new multi-channel Contact Centre system was implemented in April 2021. This system connects residents and businesses to the most appropriate response area.	On Track
--	---	----------

## 6.S.1 Performance Measures

### Local economies

Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	Q1	2020/21 Result Q2	Q3	Q4	YTD	Comment	Status
Amount of footway dining in the Village Centres	m2	3,646.76	3,021.06	-	2,439	3,129.4	3,954	4,738.61	4,738.61	A total of 379 Footway Consents make up this month's total of 4,738.61sqm, which is an increase of 718sqm i.e. 62 Consents over the total reported in March 2021. This growth is attributed to the Alfresco City Outdoor Dining initiative and the footway fee waiver.	Indicator Only
Economic grants approved by the City of Sydney	\$ '000	1,023.59	3,656.77	-	2,439.33	437.39	3,265.2	20	6,161.93	This year a total of 363 economic grants were approved by Council for a total of \$6,161,925 in cash and value-in-kind. The majority includes additional Covid Relief Grants through Small Business Grants and Covid Recovery Grants through CBD Activation Grants. This includes support for York Clarence Kent Laneways festival, Sneaker Customisation Classes and Fenghuang Lion Dancing.	Indicator Only

### Libraries and learning

Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	Q1	2020/21 Result Q2	Q3	Q4	YTD	Comment	Status
Active library memberships	No.	73,232	86,048	-	82,905	83,034	84,366	83,853	83,853	Small (3%) decrease on the same period last year.	Indicator Only
Items accessed from City libraries (physical and digital)	000	1,552.8	1,470.43	-	192.6	287.58	318.4	330.14	1,128.72	Loans of physical items increased significantly compared to same quarter last year, which was during lockdown. There is an increase of physical loans of 17% from the previous quarter, which aligns to steadily increasing library use during the pandemic. Digital usage had decreased by 29% compared to the same quarter last year when there was a drastic uptake of accessing online materials during the lockdown.	Indicator Only
Attendance to City libraries	000	1,319.71	1,266.72	-	17.99	75.3	97.07	102.76	293.11	This represents a large increase on the same period as last year of which a significant period was in lockdown due to the pandemic. While increasing, the statistics remain lower than pre pandemic numbers.	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	216	72	891	Attendances are returning to pre-Covid-19 levels across all services however this represents an overall decrease (13%) in the number of new children accessing services compared with last year.	Indicator Only
Approved Early Education and Care places (long day care, occasional care and preschool) in the City of Sydney	No.	-	-	-	-	-	-	7,318	7,318	Approved Early Education and Care Services places as at 30 June 2021 which are registered on The Australian Children's Education & Care Quality Authority National Register.	Indicator Only
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	14,982	17,619	64,472	This represents a 1% increase on last year.	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	6,537	7,606	27,479	There was a 16% increase in discounted and free sessions offered compared with the last year.	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	5,328	4,154	6,530	20,555	The number of face-to-face programs delivered was significantly lower than in previous years due to Covid-19 restrictions. Previously published data for Q1 and Q2 have been revised to account for attendances not previously noted.	On Track
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	96.5	72.5	85	75	85	90	95	86.25		On Track
Parks and open space managed by the City of Sydney	ha	209.8	211.9	191	-	-	-	214	214	The City acquired 3ha of parks and streetscapes over the past 12 months. This includes 2ha of parks - Gunyama Park, Garraway Park, Allsorts Park, Alexander St Reserve and Shea's Creek Shared Path. There was also 11,100 square metres of street gardens and landscaped traffic treatments.	On Track
Attendances at aquatic and leisure centres	000	1,643	1,179.75	-	182	293	323	460	1,258	In an interrupted and challenging year of recovery attendance was 1.258M. This compares to 1.179M in Covid-19 impacted	Indicator Only

FY20 and 1.643M for the last full year in FY19. Recovery has been affected by outbreaks and lockdowns throughout the year. Learn to swim program has bounced back well with over 5,200 participants. Fitness has been slower to recover with 4,114 memberships at 30 June.

A highlight and major success was opening Gunyama Park Aquatic and Recreation Centre on 1 February 2021. Despite opening in a pandemic and at the back end of the summer season, the centre has been a great success with individuals and families, with an average of 41K visits per month (full year 205,000 visits).

Peak Occupancy - Perry Park Recreation Centre	%	-	-	-	58	59.2	68.6	84.6	84.6	The centre had good Q4 attendances with 84.6% occupancy during peak hours, and achieved an annual average peak occupancy of 67.9%. This is a good recovery, factoring in the impact of additional Covid-19 closures, traditional closure over Christmas and one court being out of service for a period of time while stage 2 construction works are completed. A notable success is the growth of internal run sports competitions for volleyball, futsal and netball. Hirers continue to book the centre offering a diverse range of other sports including basketball, badminton, roller skating, kendo and multi-sports.	Indicator Only
Peak occupancy - City's outdoor tennis courts	%	-	-	-	62.5	75	76	78	78	Despite the impacts associated with restrictions on group programming and the extended wet weather in March, the service continues to record very high occupancy rates, well in excess of the industry average of 25%. The tennis court operations delivered a diversity of programmes including wheelchair tennis, women in sport program, junior hotshots, holiday camps, cerebral palsy day for people with disability, Smash Mental Health Program, free weekly lessons with Jarjun Aboriginal College and schools programs.	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	9.94	113.98	3,965.38	This year a total of 161 Social grants were approved by Council for a year to date total of \$3,965,384 in cash and value-in-kind. These projects were awarded through the City's Community Services Grant, Festivals and Events Sponsorship (Community), Knowledge Exchange Sponsorship Matching Grants, Venue hire, Street Banner, Quick Response Grants and Covid-19 recovery support. This includes support for Digital Literacies in Glebe and Woolloomooloo NAIDOC Celebrations.	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	691.93	694.13	2,804.12		Indicator Only
Programs/events delivered that promote social inclusion and connection	No.	1,129	986	-	20	16	11	31	78	The number of face-to-face programs delivered was significantly lower than in previous years due to Covid-19 restrictions.	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	1,116	1,522	4,286	This represents a 69% decrease on last year. Hire of the City's community busses have been impacted by Covid-19 restrictions.	Indicator Only
Subsidies provided through the City's community bus-hire scheme	\$	-	38,920.25	-	3,641	2,499	4,064	6,089	16,293	This represents a 50% decrease on last year. Hire of the City's community busses have been impacted by Covid-19 restrictions.	Indicator Only
Meals provided through the City's Meals on Wheels service	No.	37,655	35,056	-	11,028	11,401	11,588	11,358	45,375	This represents a 30% increase over last year, noting that the City took on 36 additional clients from Inner West on 1 July 2020	Indicator Only
People surveyed accessing City programs and services who report an increase in their connectedness to the community	%	80	94	-	-	-	-	80	80		Indicator Only
People surveyed accessing City programs and services who report an improvement in their physical health	%	85	83	-	-	-	-	62	62		Indicator Only
People surveyed accessing City programs and services who report an improvement in their social wellbeing	%	89	81	-	-	-	-	69	69		Indicator Only
Total bookings of City Spaces facilities and venues	No.	20,003	14,874	-	146	549	652	2,265	3,612	Due to Covid-19 safety requirements bookings were open on limited days and to limited groups for some periods during the year to ensure community safety and compliance with restrictions. This has impacted overall booking numbers.	Indicator Only

Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	Q1	2020/21 Result			Q4	YTD	Comment	Status
Total bookings of City Spaces facilities and venues at community rates	No.	10,530	9,027	-	0	231	331	946	1,508		Due to Covid-19 safety requirements bookings were open on limited days and to limited groups for some periods during the year to ensure community safety and compliance with restrictions. This has impacted overall booking numbers.	Indicator Only
Overall attendance at City Spaces	No.	896,443	604,492	-	5,261	7,269	14,681	39,738	66,949		Community Centres returned to pre-Covid-19 opening hours and restarted programs, but some activities were still limited due to Covid-19 safety requirements. Previous data has been slightly adjusted to account for attendances not previously noted.	Indicator Only
Bus hires through the City's community bus-hire scheme	No.	533	353	-	51	35	41	44	171		This represents a 52% decrease on last year. Hire of the City's community busses have been impacted by Covid-19 restrictions.	Indicator Only
People surveyed accessing City programs and services who reported an increased sense of inclusion, belonging or awareness of diversity	%	86	84	-	-	-	-	52	52			Indicator Only
Companion animals												
Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	Q1	2020/21 Result			Q4	YTD	Comment	Status
Dogs and cats impounded	No.	216	142	-	29	34	31	19	113		There were seven dogs and 12 cats impounded in Q4.	Indicator Only
Dog attacks	No.	140	145	-	24	31	25	38	118		There were 38 reported dog attacks in Q4.	Indicator Only
Dog declared menacing/dangerous	No.	3	3	-	1	1	0	2	4		There were two dogs declared 'menacing' in Q4. There were no dogs declared 'dangerous' in Q4.	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
<b>Creative Public Domain</b>		
Deliver Art & About Sydney as a significant local and international program of public domain activity year-round.	<p>Art &amp; 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.</p> <p>Intersections (24 June to 4 July) by Ian Strange, saw 120 metres of LED light beams break through a house located in Surry Hills. Appearing to go through walls, bedrooms, kitchen, floors, hallways and the ceiling the installation was a spectacular light show visible to passers-by.</p> <p>As One Door Closes, Another Opens (28 June to 9 August) by Will Cooke, a mural located at the Top of the Town building in Darlinghurst, comprised of two doors, painted in swathes of saturated colour opening and closing in geometric perpetuity.</p>	<b>On Track</b>
Deliver hoardings activation program throughout the city.	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 pandemic. A total of 91 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 10 licenses issued in this period. The City approved the display of historic images on 14 hoardings at 13 locations across the City. Additionally, all 10 Site Works artworks have been relicensed for use on concrete roadside barriers for outdoor dining precincts created as part of the NSW Government and City of Sydney CBD Revitalisation program, with 44 artwork licenses issued to date.	<b>On Track</b>
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 late 2021.</p> <p>In addition to this, there are currently three temporary artworks installed in laneways off George Street to assist in activating the City. These temporary works will remain in place until March 2022.</p> <p>In Green Square the Connecting Project for Green Square Town Centre is currently in detailed 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 now installed on the Tarpeian Lawn above Tubowghule (Bennelong Point) with a community celebration planned for when it is safe to gather.</p> <p>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. Maintenance and conservation of the overall City Art collection is ongoing.</p>	<b>On Track</b>
<b>Living History</b>		
Continue to implement the history and curatorial programs in alignment with the Cultural Policy.	<p>Sharing knowledge and delivering public programs has been a focus with 30 talks delivered - online, hybrid and in person for an audience of 1,305 people, locally and nationally. 26 media interviews were delivered, and historical input provided for news stories and journalist inquiries.</p> <p>Exhibitions included Developing Sydney: Capturing Change, 1900-1920, a virtual exhibition and physical installation at Customs House also shortlisted in the 2021 National Trust Heritage Awards and a historical display on the history of Customs House installed on the ground floor of the building. Two programs were published online: The Things We Keep video series available through the archives catalogue, and History Week 2020 published through the History Council's YouTube channel. The Barani website continues to be a major access point for Sydney's Aboriginal history.</p>	<b>On Track</b>

## 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
<b>Creative Participation Programs</b>		
Deliver cultural infrastructure programs and liaise with providers to deliver programs.	107 Projects (107), head tenant of Joynton Avenue Creative Centre, delivered 299 public events or activities from the centre during 2020-2021 including workshops, exhibitions, music and events which were attended by 3,468 people. 107's public programming strategy includes self-produced programming, co-produced programming and callouts for community applications to ensure a mix of activities, applicants, disciplines and access points for the public. 107 achieved a sublease occupancy rate of 100% this period. During 2020-21 they supported a total of 21 tenants, retaining tenants by providing increased subsidy to those affected by the Covid-19 pandemic. Brand X, head tenant and operator of the upper floor of the East Sydney Community and Arts Centre operated the rehearsal facility at an average of 62% capacity including Covid-19 Public Health Order restrictions during 2020-2021. They delivered 13 Artist-to-Artist training sessions, invested in 26 new performance works attracting 1,563 audience members to generate over \$26,000 in profit for participating artists.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Regulatory Reform</b>		
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, were approved by Council and the Central Sydney Planning Committee and exhibited. The reforms were approved by Council and CSPC in March 2021 and are now with the NSW Department of Planning, Industry and Environment for implementation. Work is continuing on the entertainment sound planning controls to address detailed submissions and to undertake additional consultation.	<b>On Track</b>
<b>Audience Development</b>		
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.	To date 161 cultural projects were approved by Council for a total value of \$3,268,451, supporting a range of cultural groups through our Quick Response, Venue Hire Support, Street Banner Sponsorship, Cultural and Creative Grants and Sponsorship, Festivals and Events – Artform, Knowledge Exchange Sponsorships and Matching Grant programs. This year the City also provided Covid-19 recovery support for cultural groups through 35 Cultural Sector Innovation grants and 9 Creative Fellowship Funds. A total of \$1,626,224 in rent foregone was provided to cultural organisations in our Accommodation Grant Program for long term use of the City's spaces.	<b>On Track</b>
<b>Sector Development</b>		
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. The City delivered an online grant writing training workshop series: Funding Fundamentals with Creative Plus Business, training designed to build the capacity of local artists and creatives applying for grant funding from the City and at state and federal level. Approximately 100 people attended each of the online workshops for which over 200 people had registered as interested in attending each event.	<b>On Track</b>

#### 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
<b>Eora Journey</b>		
Commission a series of public artworks as part of the Eora Journey.	<p>The City has launched 3 of the 7 public art projects in the Eora Journey program, curated by Hetti Perkins, to take place over a 10 year period.</p> <p>bara, Monument for the Eora by artist Judy Watson is now installed on the Tarpeian Lawn above Tubowghule (Bennelong Point) with preparations for a community celebration underway which will take place once it is safe to gather.</p> <p>The second stage of the Redfern Terrace project is in development.</p> <p>The Eora Journey Harbour Walk project curated by Emily McDaniel, 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.</p>	<b>On Track</b>
<b>Reconciliation Action Plan</b>		
Develop, adopt and implement an updated Reconciliation Action Plan.	The City's Stretch Reconciliation Action Plan was endorsed by Council in November 2020. The three year plan will now be implemented and monitored through regular reporting.	<b>On Track</b>

## 7.S.1 Performance Measures

### Culture and creativity

Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	Q1	2020/21 Result Q2	Q3	Q4	YTD	Comment	Status
Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	2,168.96	5,767.88	-	1,979.84	716.42	522.7	49.4	3,268.36	To date 160 cultural projects were approved by Council for a total value of \$3,268,361. This includes Quick Response support for Jen Waterhouse to show a body of works exploring mental illness at a gallery in Redfern, venue hire support for Milk Crate Theatre to hold workshops and rehearsals in Alexandria Town Hall and support for an Anzac Day Remembrance Festival at Sydney Town Hall.	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	289.08	424.33	1,626.22		Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No.	124	85	-	34	113	62	78	78	The City provided 36 spaces to 78 organisations through a number of programs: William Street Creative Hub, Short-term Empty Property Program, Accommodation Grants Program, Creative Live / Work spaces and Venue Support Sponsorship. This is an increase of 26% on the 62 organisations last quarter.	Indicator Only
Artists supported	No.	2,047	1,887	-	-	303	-	604	907	Artists engaged include all City's Site Works, Curatorial, Major Events and cultural programs artists. The pandemic has prevented the City from delivering some programs and events resulting in fewer artists engaged during this period.	Indicator Only
Creative personnel supported	No.	16,375	11,699	-	-	780	-	5,271	6,051	Creative personnel have been engaged primarily through creative spaces programs, major events, cultural programs and Customs House historical display. The pandemic has prevented the City from delivering some 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
<b>Housing supply</b>				
Continue to facilitate an Alternative Housing Ideas Challenge to promote dialogue and policy development using new ideas.	2021	95	The City shared the learnings from its own Affordable Housing initiatives including the Ideas Challenge, with interested local councils from Sydney metropolitan area in a Workshop on Affordable Housing that was organised under the Resilient Sydney initiative.	<b>On Track</b>

Major Programs	Progress To Date	Status
<b>Housing supply</b>		
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 awaiting approval by the Department Planning, Industry and Environment.	<b>On Track</b>
Monitor the balance of residential development to non-residential development in the city including the size and mix of dwelling types.	<p>As at 30 June 2021 there were:</p> <ul style="list-style-type: none"> <li>• 10,264 private residential dwellings approved or under construction in the city</li> <li>• 2,427 non-private residential dwellings approved or under construction in the city</li> <li>• 2,734 private residential dwellings lodged but not yet approved in the city</li> <li>• 2,139 non-private residential dwellings lodged but not yet approved in the city.</li> </ul> <p>In the fourth quarter of 20/21 there were 490 private dwellings completed and 56 non-private dwellings completed.</p>	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Partnerships</b>		
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. Council endorsed the sale of surplus land at Bourke Road, Alexandria to Bridge Housing in Q3 and this is progressing toward a heads of agreement and contract.</p> <p>In June, St George Community Housing opened its 160 unit development on the former City depot in Redfern. City West Housing and the City are finalising the contract to sell surplus land to develop a minimum of 160 units within 500 metres of Green Square Railway Station.</p>	<b>On Track</b>
<b>Planning</b>		
Facilitate affordable housing through the planning system, optimising existing programs, developing new programs, encouraging site specific opportunities and investigating innovative approaches.	The City's LGA wide affordable housing levy came into effect in July 2021. The expanded levy is estimated to result in up to 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 and Waterloo Estate (South), Waterloo, which will increase social and affordable housing. The City will also applies affordable housing contribution requirements on sites that seek additional FSR in the planning proposal process. The City is working with other Councils to also encourage and mentor them in the development of affordable housing levy schemes.	<b>On Track</b>

### 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
<b>Advocacy</b>		
Advocate to state government and housing providers for the retention of existing social housing and increase in supply.	The City continues to advocate to the State Government and housing providers for the retention and increased supply of social and affordable housing across the local area. The State Government selected a panel of experts to review and assess the City's planning proposals for the Waterloo Estate (South) redevelopment. The Planning Minister approved revised plans for the redevelopment to go on public exhibition. The City continues to communicate with the Waterloo community, to advocate for the State Government to conduct a robust and inclusive public exhibition process for the planning proposal.	<b>On Track</b>
<b>Capacity Building</b>		
Provide and support community capacity building initiatives in social housing neighbourhoods.	<p>The City provided a submission in December 2020 to the NSW Government's Legislative Assembly Inquiry into the Management of the NSW Public Housing Maintenance Contracts. The City provided evidence for increased social housing, improved maintenance and dedicated community development workers to support residents and communities to thrive.</p> <p>The Redfern Waterloo Pet Day was held in May 2021, attracting over 200 social housing residents and 181 companion animals. The event provides pet health services for social housing residents, while enhancing community connection and safety.</p> <p>The City in partnership with City East Community College provided free first aid and CPR training for social housing communities across the local government area.</p> <p>The City in partnership with Resilience NSW, Department of Communities and Justice, Fire and Rescue, SES, Red Cross, Inner Sydney Voice and local non-government agencies and social housing residents developed an Emergency Preparedness Handbook for people living in social housing. The City has translated this resource into seven community languages to increase access to emergency planning messaging for CALD communities.</p> <p>Over the period from July 2020 to June 2021 the City has supported Waterloo social housing residents to prepare for the formal public exhibition of the proposed redevelopment of the Waterloo South precinct, this has included information and capacity building sessions for residents.</p>	<b>On Track</b>
<b>Partnerships</b>		
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 works in partnership with the Department of Communities and Justice, NSW Land and Housing Corporation and resident groups to increase the safety and amenity of public housing areas. From July 2020 through June 2021, 118 issues were escalated to the social housing operations meeting with 17 per cent of these issues successfully resolved to date. The most common issues have been rat abatement (24 per cent), bin replacement and repair (14 per cent), hoarding and squalor (14 per cent) and illegal dumping and general amenity issues (both six per cent).</p> <p>City staff in partnership with NSW Department of Communities and Justice and NSW Land and Housing Corporation conducted 53 inspections over 10 weeks across the LGA to identify key actions for improvement. Outcomes are reported back to residents regularly.</p>	<b>On Track</b>

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 the Planning Proposal Authority for a number planning proposal requests that have been, or are intended to be, submitted by the NSW Land and Housing Corporation for sites within the LGA. A proposal for Cowper Street, Glebe has been finalised and will deliver a significant proportion of dwellings as social housing. Elizabeth Street, Redfern is being publicly exhibited and will be reported back to Council in late 2021. The City is advocating a greater amount of social housing and affordable housing to what is proposed by the State Government. The planning proposal for Waterloo Estate (South) was approved by Council in February, however that State Government took back the plan making authority in March 2021. The Waterloo Estate proposal has now been approved by the State Government for public consultation, which will proceed later in 2021. The City is advocating a greater amount of social housing and affordable housing to what is proposed by the State Government.

**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
<b>Housing solutions and support services</b>		
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>The City continues to advocate for the needs of individuals experiencing homelessness. Highlights include:</p> <ul style="list-style-type: none"> <li>• co-chair of the Non-Residents Rough Sleeper Coordination Group</li> <li>• member of the Aboriginal Case Coordination Group and Sydney Covid-19 Rough Sleeping Taskforce</li> <li>• advocate for the needs of non-resident rough sleepers</li> <li>• participated in the Council of Capital City Lord Mayors (CCCLM) Housing and Homelessness working group and represented them at the Legislative Assembly Committee Community Services inquiry into the Protocol for Homeless People in Public Places and the Federal Government Inquiry into Homelessness in Australia</li> <li>• provided information to Hobart Council on the Emergency Response Protocol and updated the Protocol in response to the March rain event</li> <li>• worked with partners to establish a Covid-19 Vaccine hub for vulnerable communities</li> <li>• continued to support the End Street Sleeping collaboration to develop the By Name List</li> <li>• provided advice regarding Street Count and homelessness to eight councils, and the Department of Communities and Justice.</li> </ul>	<b>On Track</b>
<b>Service coordination collaboration and capacity building</b>		
Partner and support the delivery and coordination of specialist homelessness outreach services to link people sleeping rough with services and support.	<p>The Homelessness Assertive Outreach Response Team (HART) coordinated by the City and Department of Communities and Justice (DCJ) continued weekly patrols and place-based operations to ensure a coordinated approach to safe, supported long-term housing. HART has engaged with 2,212 people since March 2019 and 323 people have been housed since March 2017.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> <li>• 175 outcomes achieved by the Woolloomooloo Integrated Services Hub (WISH) coordinated by the City, bringing together over 16 services to assist people with access to health, housing, specialist support and other services</li> <li>• 229 people assisted to exit homelessness and 145 people prevented from entering homelessness as a result of programs funded by the City</li> <li>• provided reusable cloth masks and health information to people sleeping rough</li> <li>• two responses conducted under the Emergency Response Protocol for People Sleeping Rough in partnership with DCJ and St Vincent's Health Network</li> <li>• supported St Vincent's to establish a 'Heat Hub' for vulnerable communities.</li> </ul>	<b>On Track</b>

## Services

Monitor patterns of homelessness, and services available for people who are homeless or at risk of homelessness to identify gaps and trends.

The City conducted its 24th bi-annual Homelessness Street Count in February 2021. There were 272 people sleeping rough across the local government area (LGA) and 288 people occupying crisis and temporary accommodation beds. The February 2021 result represents a 19 per cent decrease from the February 2020 count of 334 people sleeping rough.

**On Track**

City staff supported intensive outreach operations lead by Department Communities and Justice to offer temporary and long-term housing solutions for people sleeping rough in hotspot locations, including Kings Cross, State Library, and Belmore Park.

### 8.S.1 Performance Measures

#### Housing

Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	2020/21 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
New dwellings approved	No.	1,048	1,661	-	163	379	248	289	1,079			Indicator Only

#### Affordable rental housing

Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	2020/21 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
Affordable rental housing units resulting from NSW government operations including Redfern Waterloo affordable housing levy	No.	-	-	-	-	-	-	-	0	-	None built as at 30 June 2021	Indicator Only
Affordable rental housing units resulting from affordable housing levies in the city area	No.	685	859	-	-	-	-	-	859	859	Data for FY16/17 to FY19/20, previously unreported, has now become available.	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	44	48	229		Indicator Only
People prevented from becoming homeless through the City supported brokerage program	No.	204	193	-	24	38	40	43	145		Indicator Only
People sleeping rough in the city area	No.	373	334	-	-	0	-	272	272	Each year a count is undertaken in August and February each year. Due to the pandemic, no count was undertaken in August 2020.	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	1,000	3,000	5,200	This year three grants were approved by Council for a year to date total of \$5,200,000 cash. Support was provided through the Affordable and Diverse Housing fund to Wesley Community Services Limited to redevelop the Wesley Edward Eagar Centre to support to men and women experiencing homelessness. Support was also 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
<b>Advocacy</b>		
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; Cowper Streets, Glebe and Waterloo Estate (South) social housing sites have set higher environmental benchmarks, design excellence strategies and space for community facilities. The City will continue to advocate for improved urban outcomes in all state government urban renewal projects.	<b>On Track</b>
<b>Integration</b>		
Collaborate with the private sector to deliver new or upgrade existing public infrastructure that supports renewal.	The City has executed 17 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.	<b>On Track</b>

### 9.2 The city is beautiful, sustainable and functions well.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Strategic Planning</b>				
Update the Local Environment Plan and Development Control Plan to implement the sustainability actions in the Local Strategic Planning Statement.	2021	75	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 NABERS water controls for non-residential buildings; and reviewing solar panel controls to reduce planning barriers that impact implementation.	<b>On Track</b>
<b>Major Programs</b>				
<b>Design partnership</b>				
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.			<b>On Track</b>

## 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: Pyrmont Place Strategy, Camperdown Ultimo Collaboration area and the Strategy for Streets.	<b>On Track</b>
Develop opportunities with state agencies that support the development of infrastructure for recreation and community facilities.	Work has continued with the Department of Education on the joint Green Square Integrated Community Facility and School project. NSW Treasury allocated funding for the delivery of the school component of the project in the June 2021 budget. The project will deliver both dedicated and shared community spaces, including a multipurpose court, communal hall and multipurpose indoor spaces.	<b>On Track</b>

## 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
<b>Public Domain Infrastructure</b>				
Continue the implementation of the Wayfinding Strategy.	2023	98	All precinct packages complete. Additional signage for George Street south pedestrianisation programmed to be installed as part of this project.  Prototype development / manufacture and message layouts for Harbour Walk signage are underway.  Additional review of wayfinding in Green Square is underway to ensure directions to key destinations are up to date and adequate.	<b>On Track</b>
Crowded Place Protection - develop kit of parts and design guidelines to implement protection measures.	2020	95	Crowded place protections measures are being progressively installed as part of the extension of the pedestrianisation of George Street. Infrastructure is being put in place as the blocks are opened to pedestrians.	<b>On Track</b>

Major Programs	Progress To Date	Status
<b>Public Domain Infrastructure</b>		
Undertake periodic review of public domain design codes in the city.	The revised Streets Code has been reviewed. The draft Parks Code has been completed and is undergoing internal stakeholder review.	<b>On Track</b>
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.	<b>On Track</b>

## 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 has commenced construction.	<b>On Track</b>
---	--	-----------------

## 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 and planning agreement for 55 Pitt Street, Sydney includes new public domain and has been approved by Council and the CSPC. The planning proposal and planning agreement for 187 Thomas Street provides for new through site links and a publicly accessible plaza. Council and CSPC approved the City's planning proposal for the Waterloo Estate which included over 2 hectares of new public open space.	<b>On Track</b>
---	---	-----------------

#### 9.4 Sydney plans for the long-term and the benefit of future generations.

Major Programs	Progress To Date	Status
<b>Stormwater infrastructure Program</b>		
Continue to monitor the implementation of the actions from the Flood Studies and Floodplain Risk Management Plans for all catchments.	The City adopted the interim floodplain management policy in May 2014. Since then the policy is being implemented through development approval process. This policy along with the Development Control Plan (DCP) and LEP are being reviewed and updated to ensure compliance with the current amendment to the planning regulations. The procurement for Joynton Avenue trunk drain construction has commenced. This drain will connect to newly built Green Square drain and upon completion it will alleviate high risk flooding in Joynton Avenue. Following the release of the new version of Australian Rainfall and Runoff - May 2019 (ARR 2019), the city has updated flood studies for the Alexandra Canal and Blackwattle Bay catchments to the new standard (ARR2019). Remaining flood studies will be progressively updated to this new standard.	<b>On Track</b>
<b>Program delivery</b>		
Develop and implement Public Domain Plans and Placemaking Strategies for urban renewal areas.	The City continues to deliver the new streets, open spaces, pedestrian and bike links in line with our public domain strategies. New community facilities will be delivered as part of the joint project with the Department of Education on the former South Sydney Hospital site. Online community programs have continued throughout the first half of 2021. Some community programs were able to be delivered face-to-face in June prior to Covid-19 restrictions being increased again. The Danks Street South Precinct public domain concept design is almost complete, with work underway on a placemaking strategy for the precinct.	<b>On Track</b>
<b>Strategic planning</b>		
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 an update to the LEP and DCP later in 2021.	<b>On Track</b>

#### 9.5 The urban environment promotes health and wellbeing.

Major Programs	Progress To Date	Status
<b>Planning policy</b>		
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. Wellbeing indicators data has been used to support projects in Glebe, Waterloo and the Central Precinct Renewal Project.	<b>On Track</b>

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	55.68	55.15	55.15		Watch
Average processing time for construction certificates	Days	6.68	6.85	10	6	9.23	7	6.9	7.28	A mean average of 6.9 days was achieved for the period. This was still within range of the set performance 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	32.47	31.65	31.65		On Track
Median (net) assessment time to determine DA & S4.55 applications (previously S96 applications)	Days	50	55	45	49	43	43	42	42		On Track
Average time to determine 90% of footway applications	Days	28.8	31.7	35	23.78	12	11.26	12.26	12.26		On Track
Outstanding DA & S4.55 applications over 100 days (previously S96)	%	22.8	24	20	18.5	12.36	18.85	15	15		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	4	3	16	The City received three new offers during the quarter.	Indicator Only
Voluntary Planning Agreements executed	No.	18	16	-	9	2	3	3	17	The City executed three 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
<b>Compliance</b>		
Deliver programs to embed risk management principles into organisational decision making.	Strategic and operational risk advice is provided in relation to key capital and operational projects, initiatives and services across the City. Key areas this year have included the new child safe standards, event management during the pandemic, landfill gas issues, design safety assessments and al fresco roadway dining. This year also saw a re-refresh of the City's Risk Management Policy and development of a new risk management system which will be completed by the end of 2021, bringing project, event, contract, operational and executive risks into one system.	<b>On Track</b>
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 Covid-19 Safety plans in line with NSW Health requirements during the outbreak of Covid-19 in Greater Sydney. Employee wellbeing was supported through EAP services, the City's peer support program and other mental health resources.	<b>On Track</b>
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.	<b>On Track</b>
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 was rolled out during the quarter.	<b>On Track</b>
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 expansion of development and building related content available online in the City's Archives & History Catalogue and Find a DA continued. New information was uploaded to the Catalogue, leveraging off the City's digitisation program.	<b>On Track</b>
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 audit program for FY2021/22 - FY2023/24 and annual audit plan for FY2021/22 were approved by the Audit Risk and Compliance Committee.	<b>On Track</b>
Ensure all electoral processes are well managed and meet legislative requirements.	Action against the workplan continues on track. Enrolment letters were distributed to every person believed to be entitled to vote as a non-resident at the 4 September election, as required by the legislation. Following the nomination cut-off date on 28 June 2021, the City is deeming nominees for all sole corporations that have not nominated specific company officers to vote. However, elections have again been postponed until December 2021 due to Covid-19.	<b>On Track</b>
Develop and implement a program of managing Crown Lands, to ensure compliance.	Crown Lands have advised that they are 65% through their review of the draft Plans of Management, prior to releasing for public exhibition. It is now anticipated that the plans will be adopted in late 2021, subject to Minister's consent. The legislated deadline has been removed due to an amendment to the Crown Land Management Regulations, mitigating any risk of non-compliance.	<b>On Track</b>
<b>Governance</b>		
Continually review and adapt the elements of governance to maintain community confidence in the City.	An updated privacy e-learning module was rolled out to all staff as refresher training during the quarter. In addition, a new code of conduct refresher for all staff is also nearing completion, focusing on conflicts of interest. The biennial corporate fraud and corruption risk assessment was commenced.	<b>On Track</b>

## 10.2 The City of Sydney has the culture, capability and capacity to deliver Sustainable Sydney 2030 priorities.

Major Programs	Progress To Date	Status
<b>Organisational Capability</b>		
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>Various meetings were held with the 33 metropolitan Councils and various State Agencies over the past 6 months. Close collaboration is underway with the newly established Resilience NSW.</p> <p>Resilient Sydney strategy implementation continues, alongside supporting Sydney councils to respond and recover from ongoing shock events including the ongoing pandemic and lockdowns, extreme storms and recent damaging flooding. Resilience Ambassadors network meetings continue to connect councils and share best practice. Strategy implementation continues in key actions:</p> <p>Action 1: Twelve Sydney councils are now preparing local resilience plans.</p> <p>Action 7: An Affordable Housing working group has been established with the NSW Government and SSROC to progress new approaches to local housing strategies in Sydney.</p> <p>Action 9: Cool Suburbs rating tool has been developed and is being piloted to measure and encourage actions to reduce urban heat in the suburbs of Sydney.</p> <p>Action 13: The Resilient Sydney data platform and service continues to develop with new datasets and capacity building. Since the program began, over 1500 hours of training have been accessed by over 200 council Platform users in Sydney. All 33 Councils of Sydney are using the Platform.</p> <p>Action 16: Resilient Sydney are collaborating with four NSW Government agencies to source social cohesion and wellbeing data to monitor social resilience for every LGA in Sydney. A program of workshops is planned with local government for FY22.</p> <p>Action 18: Neighbour Day was held in late March with Resilient Sydney providing council campaign materials for residents and businesses encouraging community connectedness for resilience. 25 councils (75% of Sydney councils) took part in the 2021 campaign.</p>	<b>On Track</b>
Continue to deliver and enhance the Integrated Planning and Reporting and business planning framework to improve integrated long-term planning and sustainability.	<p>The 2021/22 Operational Plan and 2021 Resourcing Strategy were adopted by Council in June 2021 and have now been published on the City of Sydney website. Preparation of the City's 2020/21 Annual Report is underway for completion by end of November.</p> <p>NSW Local Government elections have again been postponed due to Covid-19 and will now be held in December 2021. Work has commenced on the end of term report. Planning has also commenced for development of the 2022-2025 delivery program and new community strategic plan.</p>	<b>On Track</b>
Implement and monitor priority actions within the People Strategy.	Key actions continued to focus on supporting productivity, employee engagement and employee wellbeing in the context of Covid-19 disruption and recovery. New workforce initiatives commenced to support inclusion for Aboriginal and Torres Strait Islander people and people from culturally diverse backgrounds.	<b>On Track</b>
Deliver programs to build a diverse and inclusive organisation.	Key actions included the launch of the Counting Culture report sponsored by the City; celebration of International Day of Cultural Inclusion and Reconciliation Week attended by over 700 employees; and employment of two candidates with lived experience of disability as Graduate Diversity and Inclusion Officers.	<b>On Track</b>
Implement and monitor priority actions of the Information and Technology Strategic Plan.	Key actions included a new collaboration platform for external partners, staff access to the LinkedIn learning app on their mobile devices, and implementation of digital signage in our major depot sites. Other work included new capability for remote technical support and issue resolution for corporate phones and further cyber security protections for corporate email and web browsing activity.	<b>On Track</b>
Enhance our digital capability implementing key actions from the Digital Strategy.	The City's system for incoming call management was replaced with a contemporary contact centre system that provides a better service for our communities and staff in queuing, response management, workload management and analysis. Installation of New interactive smart-board technology has commenced for our children's services and installation of Digital Signage has commenced in libraries and neighbourhood service centres. State of the art technology in being installed in the City's newest creative arts facility, the Greenland Building.	<b>On Track</b>

Implement actions and deliver programs to improve customer experience.	Development of the City's digital channel continues. The Virtual Assistant (VCA) and Live Chat channels now assist residents with parking, community venues, waste, rates and general enquiries. The City Concierge assisted small business and community groups with information relating to grants and financial assistance. In 2020/21, the City Concierge responded to 1,217 enquiries. The Community Hotline continued to assist the community with information about Covid-19 testing centres, vaccination centres, masks, food security and restrictions. In 2020/21, the Hotline assisted 302 community members.	<b>On Track</b>
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.	Asset Management Policy drafted and being reviewed. A Schedule of Asset Accountabilities is being developed, including role definitions and resilience. These will be incorporated into the review of the Asset Management Plans.	<b>On Track</b>
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 Community Recovery Plan continue to be implemented, with activity scheduled for 52 of the 57 actions this quarter. The focus of activity during the quarter was on reactivation and revitalisation. Recovery continued well with many of the City's programs and services steadily reintroduced as face-to-face or hybrid delivery. Consumer confidence had increased significantly and city office workers were returning to the city centre for work, albeit still at only 69% of pre-Covid-19 levels. The detailed activity report provides full details of the ongoing support and reactivation. However, with the outbreak of the Covid-19 Delta strain in Sydney leading to a metropolitan wide lockdown on 25 June, the quarter ended with a sharp decline in activity, visitation and confidence. The impact of the outbreak will be reported in the next quarter.	<b>On Track</b>
<b>Continuous Improvement</b>		
Implement a business improvement program to improve efficiency and effectiveness of key services.	The primary focus for improvement has been on digitising key services to improve efficiency and user experience. Organisational priorities have been developed as the focus for improvement and transformation for the new financial year - asset management, sustainability, and venue management.	<b>On Track</b>
<b>10.3 The City of Sydney is financially sustainable over the longer-term.</b>		
<b>Major Programs</b>	<b>Progress To Date</b>	<b>Status</b>
<b>Financial Planning</b>		
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.	<b>On Track</b>
<b>Rates</b>		
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. Recent reviews include IPART's review of the rate peg to include population growth, as well as IPART's review of domestic waste management charges.	<b>On Track</b>
<b>Strategic Property Management</b>		
Continue to work with property management service provider to optimise revenue opportunities.	The City meets regularly with our service provider to reduce vacancy and drive revenue growth. However, Covid-19 has impacted revenue levels through mandated waivers and market interest.	<b>On Track</b>

## 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.	A timeline for the targeted major services in the first phase of the project has now been completed, with the program now underway.	<b>On Track</b>
---	---	-----------------

## Procurement

Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability.	Following completion of the update of all tendering & quotation documents, to include social & sustainable procurement assurance schedules, the focus has been on ensuring these are utilised and understood. 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.	<b>On Track</b>
---	---	-----------------

## 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 on governance matters and to continue our professional networking and development. City staff attended an ICAC Corruption Prevention Network Forum on Conflicts of Interest. City staff also contribute to discussions within the Southern Sydney Regional Organisation of Councils (SSROC) Governance Forum as issues emerge.	<b>On Track</b>
---	---	-----------------

### 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 including: -four to the Department of Planning Industry and Environment's regarding the Building Business Back Better program, NSW Clean Air Strategy, Bays West draft Place Strategy and the Design and Place SEPP Explanation of Intended Effects; -two to Transport for NSW regarding the South East Bus Plan and Redfern North Eveleigh Strategic Vision; and -one to NSW Legislative Council Waste Avoidance regarding the Resource Recovery Amendment (Plastics Reduction) Bill 2021.	<b>On Track</b>
--	--	-----------------

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

Major Programs	Progress To Date	Status
<b>Community engagement</b>		
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>The City engaged across 75 projects. In response to Covid-19 physical distancing requirements, our engagement methods were adjusted to include more online workshops, briefings and webinars and pop-up sessions held in outdoor settings.</p> <p>Public domain initiatives in response to Covid-19 featured prominently including pedestrianisation of George Street and pop-up cycleways.</p> <p>Key strategies – Greening Sydney and the Environmental Strategy and the Disability Action Plan – were placed on public exhibition. Central Sydney planning framework and planning changes to supporting culture and night-time and cultural were put on public exhibition for final review. The future of Oxford Street as a creative and cultural precinct saw a high level of engagement (over 1000 survey responses and submissions).</p> <p>There was significant interest in green space with over 10,000 responses to the survey on reconfiguring Moore Park golf course. Crown Land Plans of Management involved Aboriginal and Torres Strait Islander people in a important conversation about decolonising these places. Community member provided feedback on the community gardens policy and City Farm. The City consultation on 3 new synthetic sports fields and engaged extensively, including with children, on upgrades to small parks.</p>	<b>On Track</b>
Deliver key projects as part of Sustainable Sydney 2030 and which contribute to the finalisation of Sustainable Sydney 2050.	During the pandemic, community engagement focussed on recovery, local projects and key initiatives in 2030. Engaging on the finalisation of the 2050 strategy will take place next financial year.	<b>On Track</b>
Finalise the review of Sustainable Sydney 2030, that has engaged the community in setting the future direction for our city to 2050.	Presentation to Council of the draft Sustainable Sydney 2050 vision for our city has been deferred to the 2021/22 financial year. Its development has been informed by a comprehensive engagement program, research findings and analysis of the impacts from the Covid-19 pandemic.	<b>On Track</b>
<b>Public access to information</b>		
Provide community information of new developments and/or changes in projects, programs and policies.	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, the City of Sydney News digest and our social media channels. Recent key projects have included the alfresco city program, new cycleways, the net zero building emissions targets, new planning controls for Oxford Street, the food waste recycling trial, the George Street pedestrianisation, new affordable housing developments, and a variety of Covid-19 recovery initiatives.	<b>On Track</b>
Provide community access to relevant data through the City's open data portal.	New interactive apps were published on the City's Data Hub: a Planning Controls Viewer, an Access and Inclusion Interactive Map, and a Pedestrian Counting Dashboard. In addition, open data sets were published about Filming Permit Areas, Pedestrian counts from automated sensors, Stairs, Lifts, and Navability Routes. The City's Data Hub now contains 112 open data sets and 51 other data products (interactive apps and maps, dashboards, data stories and documents) which are available to the public.	<b>On Track</b>

## 10.6 Strategic partners and collaborators support the delivery of Sustainable Sydney 2030.

Major Programs	Progress To Date	Status
<b>Local and regional government partnerships</b>		
Strengthen local and regional partnerships through collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community, including mechanisms such as the Resilient Sydney Program.	<p>Resilient Sydney continues to connect and support councils to respond and recover from ongoing shock events of Covid-19, extreme storms and recent damaging flooding. Resilience Ambassadors network meetings continue to connect councils and share best practice.</p> <p>The Resilient Sydney Platform has grown to deliver 6 years of benchmarked environmental reporting data to all 33 councils of Sydney. There are now over 200 local government users using this data for local decision making.</p> <p>Resilient Sydney strategy implementation continues. Collaboration projects with the NSW Department of Planning, Industry and Environment, Greater Sydney Commission and Resilience NSW are improving engagement with local government in Sydney for programs on urban greening, resilient places and net zero planning. Major urban heat mitigation and management projects continue with WSROC.</p> <p>Discussions continue with NSW Government to share the learning of five years of the Resilient Sydney program in the development of resilience plans. The City continues to chair the waste and affordable housing groups of SSROC as well as participate in other working groups.</p>	<b>On Track</b>
<b>State and national partnerships</b>		
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.	<p>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, city safety, economic development, climate action, homelessness, affordable housing, community infrastructure and advocacy to the Federal Government.</p>	<b>On Track</b>

## 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.

In 2020-21, the City produced the Lord Mayor's Welcome for International Students, supported and participated in two webinar events with international organisations, one on resilience and the other international education, and contributed to an international education article.

The Lord Mayor's Welcome for International Students 2021 was held virtually in March, in partnership with 13 community groups, universities and their offshore study centres, State Government, and peak bodies. The welcome aimed to recognise and celebrate international students' contributions to Sydney's vibrancy and cultural diversity, and connect them to support services and outside the classroom opportunities. It attracted 857 registrations from international students from 59 countries with 300 attended the event. A post event survey indicated 100% of the attendees found the event met or exceeded expectations and 90% have gained a better understanding of local culture and support services available and felt more welcomed. The City further co-curated 13 associated programs with partners for the students.

In August the City supported a webinar produced by the Asia Society on "Disruptive Asia - Building Community Resilience Amidst Uncertainty" with speakers from the City, Oxfam and the University of Sydney. In September, the City collaborated with ICEF to produce and participate in a webinar themed "Promoting Cities as Study Destinations" with speakers from the City, Montreal, Buenos Aires and Stockholm. The event discussed how as the world looks ahead to the 'new normal', cities, regions and countries are redefining their strategies to welcome back international visitors and students. It attracted 1200 registrations from around the world and was attended by 356 people.

In October, the City contributed to an international article written by City Nation Place on international education titled 'The unsung benefits of attracting international students to your destination'. The article was published digitally in December.

The Resilient Sydney program continues to engage in the global Resilient Cities Network joining webinars, workshops and meetings with other global cities during the pandemic. Sydney is actively engaged in a community of practice with 18 global cities on managing and mitigating stresses resulting from urban heat.

**On Track**

## 10.S.1 Performance Measures

### Accountability and transparency

Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	2020/21 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications received	No.	61	55	-	12	12	6	10	40	There has been a decline in section 41 access applications (formals). This is partially due to an increase in people self-serving information through DA Search and the Archives and History Catalogue. Covid-19 may have also impacted the number of information access applications.	Indicator Only
GIPAA Informal Access Applications received	No.	4,400	3,946	-	969	851	931	1,000	3,751	There was a decline in the number of informal information access requests received. This may be attributed to Covid-19's impact on business activities within the LGA; and improved digitisation of records allowing better self-service.	Indicator Only
Public Interest disclosures received	No	2	2	-	0	2	1	0	3		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.	-	-	-	-	-	-	0	-		Indicator Only
Complaints regarding fraud or corruption by City staff upheld	No.	-	4	-	0	0	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	1,934.53	1,929.25	1,929.25		Indicator Only
Vacancy rate	%	7.28	9.11	-	8.99	10.71	9.86	9.93	9.87		Indicator Only
Lost time injuries	No	47	54	-	12	12	11	11	46		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	62,910	62,595	239,998		Indicator Only
Customer contacts via Online Business Services (OBS)	%	41.6	45.75	-	46	46	48	52	48		Indicator Only
Customer contacts by other channels (calls, counter)	No.	252,950	265,663	-	66,865	67,156	67,200	57,234	258,455		Indicator Only
Customer contacts by other channels (calls, counter)	%	58.4	54.25	-	54	51	52	48	51.25		Indicator Only
Calls answered within 30 seconds	%	69.66	67.25	70	70	67	69	68	68.5		Watch
Calls completed at first contact	%	83.46	87.5	80	93	94	94	91	93		On Track
Customer requests received	No.	182,069	220,247	-	54,173	55,482	58,301	67,771	235,727		Indicator Only
Customer requests actioned within agreed service standards	%	88.75	87.57	95	88	88	86	93	88.75		Watch