



City of Sydney – Operational Plan

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1 A globally competitive and innovative city

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
City Planning				
Conduct a review of the planning controls for Central Sydney to ensure adequate capacity for jobs growth.	2017	95	The Central Sydney Planning Strategy, along with supporting documents, is in the final drafting stages and is anticipated to be reported to Council early 2016/17.	On Track

1.2 Globally competitive clusters and networks are strong, innovative and continue to grow.

Major Programs	Progress To Date	Status
Information and research		
Analyse and report the data from the 2012 Floor Space and Employment Survey including publishing reports for key industry and economic sectors in the city economy.	In 2015/16, the City's Floorspace and Employment Survey (FES) related web pages had received 4,006 page views (average 334 per month) and 454 downloads of available reports and data specific to FES. Data continues to be used for internal strategic and statutory planning and service delivery planning, and for external research and planning projects. Internal uses included statutory planning, transport, environmental, heritage, residential, visitor accommodation, cultural and forecasting uses. External uses include freight logistics, parking analysis, water reticulation, and the late-night economy, Fieldwork for FES2017 will commence in 2016/17.	On Track
Provide dialogue about demographic, business and economic development information to existing businesses through representative groups of local business precincts.	The City of Sydney website business pages have been updated to include an extensive range of information about local economies across ten precincts. This includes demographic, business and economic development information. The latest business intercept survey information will be made available on the website in July 2016. To date Darlinghurst, Newtown and Redfern, Kings Cross, Glebe, Haymarket, Oxford Street, Pyrmont and Surry Hills have all been completed. Info graphics flyers (updating the current 'village profiles') are in development for each village and will be made available in hard copy and soft copy on the City's website in the coming months.	On Track
Networks and connections		
Collaborate with partners and support the establishment of creative, digital and financial innovation precincts	The City continues to work with the University of Technology, Sydney (UTS) and industry partners to support their efforts to create an innovation precinct. UTS is the founder of "The Hatchery Pre-Incubator", designed to give students the start-up skills they need to be the entrepreneurs of the future. The City of Sydney is a key partner of UTS through our memorandum of understanding.	On Track
Support networking events, forums and seminars to foster business to business engagement and peer learning.	The City continued to host relevant business forums to a cross section of our business community. In the past year this has included our sponsorship of the Sydney China Business Forum run by the China Studies Centre at the University of Sydney, a business event during Chinese New Year that gave insights into opportunities for Sydney businesses to enter the China market, a series of very successful business 101 seminars and supporting Transport for NSW in their small business information sessions to provide assistance to businesses along and adjacent to the Light Rail route.	On Track

<p>Provide support for the Retail Advisory Panel established to provide strategic advice on city-wide issues and opportunities faced by the sector.</p>	<p>During 2015/16 the Retail Advisory Panel met 4 times. Agenda items included planning for Christmas 2015, reporting on the results of Christmas 2015, planning for Christmas 2016, Chinese New Year 2016, major events including Vivid, city transformation through George Street Light Rail, hotel supply and leveraging business events.</p>	<p>On Track</p>
<p>Knowledge Exchange</p>		
<p>Participate in the Council of Capital City Lord Mayors, Sydney Metropolitan Mayors, C40 Cities, other global/national networks, international visits etc.</p>	<p>City staff attended meetings of the Nation Local Government Drug and Alcohol Committee and the Council of Capital City Lord Mayors throughout the year. The City continues to engage in activities with C40, including leading the C40 Private Sector Buildings Energy Efficiency Network with Tokyo.</p>	<p>On Track</p>
<p>Support for Business</p>		
<p>Work with local businesses and the community to develop priority precincts including Oxford Street and William St.</p>	<p>Supported by a City of Sydney Village Business Grant the Darlinghurst Business Partnership delivered:</p> <ul style="list-style-type: none"> • Do Darlo Mardi Gras – local business activation with in-store events/special offers etc to leverage this major event • I [heart] darlo - T-shirt launched and now available for sale • Held one networking event • Destination Marketing Strategy (VESPA) - branding project phase 1 completed (development of a strategy) • Testing of two footfall counting prototype units in Oxford Street <p>Oxford Street Working Party continues to meet, primarily to share and exchange information and ensure coordination and awareness of activities occurring in and around Oxford Street.</p> <p>The City's Oxford Street Creative Spaces tenant data:</p> <ul style="list-style-type: none"> • Since the commencement of the program in 2012, the total estimated spend by tenants on local goods and services is \$2,264,141. • Total estimated spend by tenants on local goods and services during the period July-Dec 2015 was reported as \$448,110. • An average of 186 people per quarter developed their business or delivered their programs from the spaces, with 50% of these working 30 hours or more. • Co-share office spaces within the program hosted an average of 74 micro businesses and start-ups per quarter. Of these, an average of 37 micro businesses and start-ups (50%) had not previously worked from commercial, professional premises, demonstrating that the programs are playing a significant role in initiating creative workers into professional practice. • Since the program commenced in 2012, there have been 1,098 connections or collaborations within the local area and another 1,388 in the broader community. <p>Short term creative tenants currently occupy a number of City owned retail spaces along Oxford Street, which would otherwise be vacant awaiting tenancy, capital works or redevelopment.</p> <p>The William Street Creative Hub (work and live/work space) continues to drive economic and cultural outcomes including:</p> <ul style="list-style-type: none"> • Lochbuild was a winner at the 2015 Masters Building Association Excellence in Housing Awards • Andrew Donaldson Architecture & Design won the Australian Institute of Architects Public Architecture Award and Small Project Award at the Newcastle Chapter AIA Awards for their Watt Space Gallery (March 2016) 	<p>On Track</p>
<p>City Planning</p>		
<p>Review current controls to ensure they support existing clusters of activity and encourage the growth of new clusters.</p>	<p>We continue to invest in public domain infrastructure and work closely with relevant stakeholders to support sector and innovation clusters. The City also continues to advocate for wider government support for these clusters.</p>	<p>On Track</p>

1.3 Sydney maintains its position as a global city.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Economy				
Develop action plans to guide economic development and promote growth in a range of business sectors including Retail, Tourism, International Education, Village Businesses, Tech Startups, Eora Journey and to Strengthen Connections with Asia.	2016	80	Action Plans for the key economic sectors identified in the Economic Development Strategy continue to be developed and implemented. To date, action plans have been developed for Tourism, Retail, Tech Startups and the Eora Journey Economic Development Plan - the City's first action plan to focus on Aboriginal and Torres Strait Islander communities.	On Track

Major Programs	Progress To Date	Status
Economy		
Implement the economic development strategy	Since the adoption of the Economic Development Strategy in December 2013, work has continued on actions plans for a number of our key economic sectors or themes including international education, tech start-ups, retail, tourism, connections with Asia, small business and the Eora Journey Economic Development Plan.	On Track
Implement the OPEN Sydney strategy, a long term and wide reaching strategy and action plan for Sydney's night time economy	<p>Work on OPEN Sydney is progressing with 70% of actions currently in progress, ongoing or complete.</p> <p>During this year, the innovative food truck program grew to 21 operating trucks, with another 28 approved and in various stages of build. Food trucks were again involved in the Vivid Festival, with successful trading at Hickson Road Reserve and the Overseas Passenger Terminal. Destination NSW reported the positive impact of the trucks.</p> <p>The City has successfully delivered actions under the Sydney CBD Entertainment Precinct Plan of Management including establishment of the Safe Space and Take Kare Ambassador Program and two new Super Taxi Ranks in the City Centre to service the city's busiest late night entertainment precincts. The summer program of initiatives is implemented annually in both Kings Cross and the City Centre, including deployment of temporary toilets and variable message signs, extension of Information Kiosk opening hours to 9pm and consistent compliance activities across the City's late night trading precincts from mid-November through to the end of March.</p> <p>The Sydney CBD Entertainment Precinct Plan of Management is currently being evaluated by the Centre for Program Evaluation (NSW Treasury). The NSW Liquor Law Review (Callinan Review) is considering the effectiveness of the Liquor Amendment Act 2014 (1.30am lock-out, 3am cease sale of alcohol, periodic risk based licensing scheme and 10pm closing time for bottle shops). These reviews will consider the effectiveness of the measures to reduce alcohol-related violence and their impact on business, culture and community amenity. The City has made a submission to the Callinan Review and has participated in a NSW Government lead Roundtable comprising key stakeholders. In addition, the City has provided data and information to assist with the evaluation of the Plan of Management and is a member of the Sydney CBD Entertainment Precinct working group.</p> <p>The Callinan Review and Plan of Management Evaluation Report are to be submitted to the NSW Government for consideration later in 2016.</p> <p>City staff engage with stakeholders through multi-agency and stakeholder working groups, industry forums such as precinct liquor accord meetings and meet with NSW Police and other NSW Government agencies on a regular basis. This engagement provides a mechanism for improved communication and coordination between agencies and stakeholders around the management of the night time economy, the identification of emerging issues and ensuring efficient and coordinated cross-agency responses.</p>	On Track

Implement priority projects and programs from the International Education Action Plan that focus on student 'welcome', 'well-being' and 'work-integrated learning opportunities'

Key activities delivered as part of the International Education Action Plan in the previous year include:

On Track

The 11th annual Lord Mayor's Welcome for international students was held on 16th March at Sydney Town Hall. Over 1000 newly-arrived international students were welcomed representing over 21 institutions across the LGA. A networking event was held concurrently to the international student welcome and was attended by 88 people, including 23 consulate representatives, 36 tertiary institution representatives, and representatives from three levels of government. Feedback was positive, highlighting the importance of this event to the sector and stakeholders.

The City was invited to present at several roundtables held by Department of Foreign Affairs and Trade and StudyNSW to inform senior public service staff posted overseas on the international education sector in Sydney. As well as brief visiting delegations about Sydney as a leading education destination.

In June 2016, six of the leading universities in Sydney hosted an alumni event in Guangzhou, China as part of the City's 30th anniversary celebrations with our sister-city, Guangzhou. It was a highly successful event with over 200 attendees and alumni from Sydney universities who live in Guangzhou.

Implement priority projects and programs from the Retail Action Plan; positioning Sydney as the premier retail destination.

The City continues to implement actions identified in the adopted Retail Action Plan.

On Track

Key activities in the past year include:

- In October 2015, Council resolved to continue the pilot program of retail activations in Pitt Street Mall for another 3 years to support events and encourage increased footfall in and around our core retail precinct. It will be evaluated at its conclusion.

- Christmas 2015 was the City's most successful yet and included strong media campaigns with our media partners. The hashtag #sydxmas generated dynamic content from the public that was used throughout our digital channels. Through a content partnership with Time Out, the City curated over 100+ Christmas events in a mini magazine that was a tip-on to their December issue and distributed throughout the city. All 100+ events also featured on the Time Out site and Sydney Christmas site, providing multiple reasons for people to come into Sydney over the festive season.

- The 2016 Chinese New Year (CNY) festival was the most successful yet. The lunar lanterns generated more than 750,000 visitors to the city and retail engagement around Chinese New Year continues to increase in recognition of the New Year period having an important retail component. The Australia China Business Council and the Australia China Fashion Alliance hosted the inaugural China Retail & Fashion Forum as part of the CNY festival in February 2016.

Implement priority actions arising from the plan to support local businesses to increase their engagement with Asia

Projects and programs strengthening the City's connections with Asia have continued to be delivered.

On Track

In November 2015, the China Studies Centre at the University of Sydney hosted the Sydney China Business Forum. The City is the principle sponsor of the Forum and our support allows local businesses to attend this key event. The theme for the 2015 forum was China's Health Revolution and Opportunities Across Industries. A total of 260 delegates representing business, government, the education sector and media attended and there was a media audience reach of 3.2 million.

In February 2016, the City hosted the yearly Future Asia Business Summit during Sydney's Chinese New Year festival. This event brought together more than 300 representatives of industry and government leaders to share insights on economic opportunities in China and across Asia. David Lindberg, Chief Executive of Commercial and Business Banking at Westpac was the keynote speaker.

The City celebrated our 30th anniversary with our sister-city Guangzhou in 2016. To leverage from our international partnership with the City of Guangzhou, the City of Sydney led a 100-person delegation to deliver in-market events to showcase Sydney's business, education and cultural sectors. Through our Knowledge Exchange Sponsorship Program, the City funded 5 organisations to deliver these events: Sydney Symphony Orchestra; the University of

Sydney, UTS; the Australia China Business Council and the 4A Centre for Contemporary Asian Art. Each program partner delivered a highly successful in-market event tailored to their key audiences in Guangzhou in May/June 2016.

Implement projects arising from the Action Plan to support the growth of the tech startup ecosystem	Following an extensive public exhibition period and consultation with the ecosystem, Council adopted the Tech Startups Action Plan in June 2016. The Plan includes actions where implementation has already commenced, with planning underway for future implementation.	On Track
Safety		
Prepare a Safe City Strategy.	Pending the adoption of the Social Sustainability Strategy, the development of the Safe City strategy will resume. The City continues to deliver on the objectives of the current Safe City Strategy, including hosting a number of community events aimed at activating public spaces, connecting neighbourhoods and encouraging a sense of community guardianship over public places as well as raising awareness about violence against women, drug and alcohol impacts, international student safety and crime prevention.	On Track
Support police to rapidly assess and respond to situations through 24 hour monitoring of street activities and provision of CCTV footage.	The City's Street Safety Camera Program assisted in the management of 5378 incidents in 2015/16. The City received 1469 requests for CCTV footage and released 1037 items of footage to assist police in investigating and prosecuting offences.	On Track
Work with the community to build capacity to respond to and recover from emergencies.	The Local Emergency Management Committee endorsed the Local Area Emergency Risk Assessment and commenced work on reviewing the Local Emergency Management Plan. The Local Emergency Management Plan is due for completion by December 2016. The committee is also working on reviewing existing, and identifying new properties that may be used as evacuation/welfare centres during major emergency events. This work is due to be completed in 2016/17.	On Track
Develop and implement emergency management plans for all Council community facilities and properties	Emergency Management Plans are being reviewed for council properties in line with the latest Australian Standard. Plans will be updated in the new format and include additional information for emergency planning that has been identified by the Emergency Planning Committee. Training for wardens and evacuation exercises were completed in accordance with the annual program. Security Awareness training sessions for staff continue to be delivered on a monthly basis for new council employees.	On Track
Regulatory Environment		
Provide ongoing support to business through skills development programs including the City's regulatory and approvals processes, and other business development programs.	The City continued its business programs throughout the year including the City's 101 business assistance seminars, China Connect forums and CitySwitch and Better Business Partnership. The City sponsored NSW Business Chamber Business Awards 'Excellence in Small Business' category, and developed its own Sydney City Region Awards with great success in 2015, with substantial engagement and uptake by businesses.	On Track
International Recognition		
Deliver and contribute to the recognition of Sydney internationally by marketing, NYE international broadcasts, recognition programs, connectivity whether virtual or physical.	International positioning for Sydney was enhanced through ongoing collaborations with Tourism Australia (TA) and Destination New South Wales (DNSW). This included TA's pylon projections on the Harbour Bridge during NYE2015, which was promoted to a global audience. TA also produced content for Sydney Chinese New Year, which won a Gold Lion at the Cannes Lion Festival of Creativity. Getty Images was engaged as official photographers for Sydney New Year's Eve 2015, which had a significant, real-time global impact through their website gettyimages.com. The City continued with a strong focus on global content sharing with TA (7million plus followers on Facebook) and referrals from Sydney.com to our major event websites (New Year's Eve and What's On for Chinese New Year and	On Track

Xmas) and engaged in international outreach via expressions of interest such as City Art and Sydney Christmas (including Expression of Interest 2017-2021) through advertising in international publications, social media and newsletters.

Collaboration continued with Destination NSW for inclusion in their It's ON seasonal campaigns, where the City promotes Good Food Month, Sydney is Fashion and the development of opportunities for internationally recognised designers, retailers and businesses.

Marketing of Sydney through the 30th Anniversary of the Sydney Guangzhou sister city relationship for 2016 included multi-lingual materials positioning Sydney as a leader in creative industries, education, environmental sustainability, tourism and economic development.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Major events				
Deliver the Christmas in the City Program as a celebration of Sydney Christmas.	2015	100	<p>The Christmas Concert on November 26 at Martin Place and lighting of the Christmas Tree along with the Hyde Park Concert were well attended however audience attendance numbers were lower than previous years due to inclement weather.</p> <p>The Village concerts held on November 27 and 28 at Rushcutters Bay Park and Turruwul Park Rosebery, followed by Alexandria Park and Prince Alfred Park Surry Hills on 5 and 6 December were well attended with record crowds at the Rosebery and Alexandria concerts.</p> <p>The Choirs in the City program performed in Pitt Street Mall, Martin Place and Queen Victoria Building northern facade facing George Street, from November 26 to December 24 featuring thirteen choirs across thirty performances.</p> <p>Christmas Light Projections were concentrated in Martin Place on the GPO and the Burberry buildings at 343 George Street with Town Hall having Christmas light illuminations programmed nightly utilising the recently installed architectural lighting system.</p> <p>The City provided a grant to the value of \$68,438 to support the Lights of Christmas at St. Mary's Cathedral.</p> <p>A Boulevard of Light canopy consisting over 60 000 lights was installed overhead in Pitt Street Mall with 100 live Christmas Trees installed throughout the Mall.</p> <p>Guide Dogs NSW/ ACT were the Charity partner activating at each of the Christmas Concerts, and occupying a City Kiosk adjacent to Customs House for two weeks to raise awareness and sell merchandise.</p> <p>The 2015 Christmas Ambassadors were Guy and Jules Sebastian, engaged to promote the Christmas program and inspire people to come into the city to shop, attend the scheduled events and enjoy the festivities.</p>	Complete

2016 was the 20th year the City has produced the festival. The year saw the introduction of the Lunar Lanterns event, 12 large format lanterns designed by leading contemporary Chinese-Australian artists spread throughout the City, from Chinatown to Circular Quay.

Lunar Lanterns alone attracted more than 753,000 visitors, an almost six-fold increase from the parade audience of 130,000 people. Attendance at the entire festival was in excess of 1.3 million people, an increase from 680,000 in 2015.

The 2016 Festival introduced a Community Performance Program, which saw more than 22 hours of entertainment provided at the lanterns. 38 community groups were involved in 22 hours of programmed performances, with a total of 181 separate performances from the Chinese, Thai, Vietnamese, Korean, Japanese and other communities. Participants ranged in age from 3 to 90 years of age.

The festival received the City's largest cash sponsorship in the past 10 years with principal partner Westpac. This sponsorship allowed the festival to deliver key programs: the Westpac Lunar Lantern Hub in Martin Place and the Westpac Painting the Town Red program, lighting the Sydney Opera House, Sydney Harbour Bridge and Circular Quay Station in red light.

The festival provided a platform for the City to celebrate the significant 30th anniversary of the Sydney-Guangzhou Sister City relationship. Guangzhou provided entertainment for the Festival Launch and donated a Goat lantern for the Lunar Lanterns exhibition, which was exhibited in Dixon Street Mall.

The new format Chinese New Year Advisory Panel expanded the City's focus beyond the festival to a wider remit looking at ways to maximize the City's relationship with the business sector and enhance all celebrations of the Lunar New Year in the City of Sydney local government area.

The 2016 Future Asia Business Summit attracted a record crowd of 331 business, industry and government representatives. Retail and business activations involved partners such as the Powerhouse Museum, Australia China Business Council, Westfield Sydney, Queen Victoria Building, The Galleries, World Square and David Jones.

The festival provided a platform to strengthen partnerships with key organisations.

- The Sydney Morning Herald and The Star presented the Lunar Markets in Pyrmont for the second year
- The Lantern Festival at Darling Harbour, presented by Nanhai Media, was also held for the second year
- The City worked with Carriageworks and SBS PopAsia to produce a Korean pop concert for the festival
- The Opera House worked with the City on a range of activities, events and food programs as part of the festival
- We continued to work closely with the Chinese and Thai consulates and worked closely with Destination NSW and Tourism Australia to promote the festival.

The festival's Charity Partner, Cure Brain Cancer Foundation, raised more than \$70,000, the most successful result for a charity partner in the festival's history.

Deliver Art & About as a significant local and international program of public domain activity year round.	2016	100	<p>In 2015, Art & About Sydney moved from a 3 week festival to become an annual program of artistic projects designed to showcase art in unusual place throughout the calendar year. The new format has allowed Art & About to strategically present works at specific times where there are gaps in Sydney's cultural calendar, and allows the City to work with artists who may not have been available within a single 3 week period.</p> <p>The first year of this new annual format commence with The Terrace, a ten day temporary music venue on the Marconi Terrace at Sydney Town Hall, featuring ten different groups attracting nearly 6000 people.</p> <p>Near Kin Kin by Cave Urban showcased a 25 metre Bamboo sculpture installation in Customs House forecourt from 18 September to 11 October attracting nearly 60 000 visitors.</p> <p>At the same time, Australian Life, the photographic exhibition which has been part of Art & About since its inception, and Little Sydney Lives returned to Hyde Park photographic exhibition installed in Hyde Park north.</p> <p>From 17 October to 1 November, Games and Actions for a Quiet City by Super Critical Mass included performances and workshops featuring ambient soundscapes created by groups of volunteers, performing a cascading symphony of identical instruments in the State Library, Martin Place and Hyde Park.</p> <p>'To be free is to have no fear' by Nadia Hernandez in Loftus Lane Circular Quay in November was the first of a new three part City Walls art project, featuring works curated by Elliott Routledge. This was followed up by a work by US street artist Momo in February 2016, with a third work to be installed later in 2016.</p> <p>Art & About worked with Golden Age Cinema to create two immersive cinema experiences, a screening of 'Jaws' at Andrew 'Boy' Charlton Pool on 29 and 30 January, followed by 'Blade Runner' on the roof of Goulburn Street Carpark on 20 February.</p> <p>Highly esteemed artist Janet Laurence created 'H2O: Water Bar' in Paddington Reservoir Gardens from 11 to 28 February. The work consisted of an installation and series of events focussing on the importance of water.</p> <p>From 4 March, Kon Dimopoulos' 'Blue Trees' a grove of trees in Pymont painted bright blue, aimed to make people take notice of trees they may overlook in the everyday, and reflect upon their importance to their lives.</p> <p>The year came to a close with Shaun Parker and Company's 'TUT', the final in a series of 3 works the company has created for Art & About Sydney. On Thursday and Friday nights from April 7 to 22, 'TUT' saw young street dancers from Western Sydney perform on stages in Chinatown and Pitt Street Mall.</p>	Complete
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Major Programs	Progress To Date	Status
Major events		
<p>Deliver Sydney New Year's Eve celebrations as part of increasing awareness of Sydney as a tourist destination.</p>	<p>2015 Sydney New Year's Eve was a safe and exciting event with over a million people gathering around the harbour. Feedback and media coverage to date has been positive by a vast majority, with some referring to it as the "best ever".</p> <p>2015 saw very low incidence of anti-social behaviour and arrests in many years. Police praised Sydneysiders and visitors for their behaviour and Sydney showed how we can come together as a community in-spite of the difficulties of the year.</p> <p>The third year of the ABC broadcast was successful with the relationship transitioning to a sponsor partnership, the footage of the fireworks displays was once again exceptional. The broadcast received strong ratings with a peak audience at midnight of more than 2.2 million.</p> <p>The online broadcast, provided through sponsorship by Telstra, was very well received. Initial reports indicate that viewer numbers were increased despite significantly less marketing.</p> <p>Crowd management was a key focus for 2015 Sydney New Year's Eve with the City leading the response. A crowd management plan was created for the first time encompassing all agencies response to the mass gathering. While the plan was a trial, feedback from the Department of Premier & Cabinet and NSW Police has been very positive.</p>	On Track
<p>Work with the State Government and other partners on initiatives to promote Sydney, and with Business Events Sydney to attract international conferences to Sydney.</p>	<p>The City's support for Business Events Sydney continues as part of a five year partnership endorsed by Council in June 2015. Collaboration with Destination NSW to support destination marketing efforts, particularly around Vivid 2016.</p>	On Track
<p>Provide support and sponsorship to identified major events and organisations in recognition of their significant contribution to the social, cultural and economic life of Sydney.</p>	<p>During the year the City has supported a number of events to the total value of \$5,274,015 in cash and value in kind. The events include Sydney Festival, Yabun Festival, Vogue Fashion Night Out, Mercedes Benz Sydney Fashion Festival, Sydney Gay and Lesbian Mardi Gras, Biennale of Sydney, the Apia International Wheelchair Tennis Tournament, FBi SMACS: A Festival of Sydney music, arts and culture, Sydney Film Festival and Sydney Writers Festival.</p>	On Track
Visitor Experience		
<p>Continue to deliver Visitor Information Services to promote Sydney attractions and events and assist visitor orientation and movement around the city.</p>	<p>In 2015/16 there were 111,076 visitors to the Tourism Kiosks, a 17% decrease compared to the previous year.</p> <p>The overall decrease in volumes is attributed to the moving of the Town Hall Kiosk to Martin Place (for the George St upgrade). Town Hall Kiosk had the highest visitor volumes and Martin Place does not have the same level of visitor traffic.</p> <p>Visitor volumes in 2015/16 for Circular Quay, Haymarket and Kings Cross were consistent with the previous year.</p> <p>The Meet & Greet seasonal programme recommenced in October 2015 and ended in May 2016. Volunteers met with 33 international ships and assisted more than 4,165 passengers throughout the Cruise Ship season. The City continued to provide the Meet and Greet service at White Bay and assisted Leichardt Council with the marketing to passengers of their free hop-on hop-off bus service that went from the port to the ferry wharf.</p>	On Track
<p>Implement priority actions from the Tourism Action Plan; working with partners to maintain and grow a vibrant tourism sector in Sydney</p>	<p>Actions in the Tourism Action Plan continue to be implemented. Key activities include:</p> <p>Vivid Sydney 2016 was the most successful festival to date with a reported 2.31 million visitors over the 23 nights. The City supports the festival through an agreement with Destination NSW.</p>	On Track

The City continues to engage with the accommodation sector to increase the number of overnight stays. The Visitor Accommodation Action Plan is being implemented which includes providing advice to prospective hotel developers on the planning process. The hotel industry reported record occupancy rates during Chinese New Year 2016.

1.S.1 Key Performance Indicators

Brand Sydney

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Percentage of the population using the City after 6pm aged >40 years old (measured every two years)	%	17	14	-	-	14	-	-	14		Indicator Only
Percentage of retail premises open after 6pm (measured every two years)	%	19	21	-	-	26	-	-	26		Indicator Only
Estimated global audience of broadcast and online viewers of City of Sydney events, including New Year's Eve, Chinese New Year, Christmas, Art and About etc.	B	1	1	1	-	1	-	-	1	International broadcast reach was on par with previous year's events with the footage available both live and packaged from Australian Associated Press, Agence France-Presse, RT Ruptly (a new German agency) and Reuters. CCTV also took feeds for distribution across its networks in China.	Indicator Only

City Development

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Commercial Development Approved	m2	-	126,843	-	24,754	175,981	10,844	23,358	234,937	The data is for major commercial developments (over 1,000 m2 of floor space) approved. Data is from the City's development statistics database.	Indicator Only
Commercial Development Completed	m2	-	575,964	-	97,138	8,332	6,720	116,874	229,064		Indicator Only

Business Events

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of bids submitted	No.	-	20	-	-	10	-	9	19		Indicator Only
Number of events secured	No.	-	9	-	-	4	-	3	7		Indicator Only
Delegate numbers of events secured	No.	-	8,405	-	-	2,650	-	2,460	5,110		Indicator Only

Economic impact of events secured	\$	-	28,304,032	-	-	8,872,935	-	10,823,685	19,696,620	Indicator Only
Delegate days of events secured	No.	-	31,227	-	-	10,900	-	11,300	22,200	Indicator Only

2 A leading environmental performer

The City of Sydney has adopted ambitious greenhouse gas emission reduction targets and will work towards a sustainable future for the City's use of water, energy and waste.

2.1 Energy consumption and greenhouse gas emissions are reduced across the local government area.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Energy Planning				
Identify and implement priority enabling actions from the City's Decentralised Energy Master Plans with key internal and external stakeholders.	2018	50	Priority actions within the decentralised energy master plans have been updated and included within the City's draft Environmental Action 2016-2021 Strategy and Action Plan which is now on public exhibition.	On Track
Major Programs	Progress To Date			Status
Energy Services				
Advocate for the continued roll out of low energy consumption lamps	<p>Ausgrid has now commenced a trial of light-emitting diode (LED) main road luminaires within the city. It is expected that the trial will run for 6 months to evaluate both the lighting levels and physical performance of the luminaires prior to any further decision on main road LED roll out.</p> <p>LED luminaires installed by Ausgrid this quarter:</p> <ul style="list-style-type: none"> - 14 on Parramatta Road, Camperdown (between Ross Street and the footbridge over Parramatta Road) - 14 on Euston Road Alexandria (starting near the corner of Campbell Road). 			On Track
Advocacy				
Continue to prepare submissions and develop a rule change proposal for fair treatment of generation, supply and use of local low and zero-carbon electricity and gas.	<p>In March 2016, the Australian Energy Market Commission (AEMC) completed its first round consultations on the City's rule change for a local generation network credit (LGNC). The breadth of organisations involved and perspectives expressed was extensive. AEMC has commissioned further advice on the impact of the rule change and has revised the date on which it expects to start its second round consultations to September 2016. The Institute for Sustainable Futures (ISF) has completed virtual field trials that show the commercial and technical benefits of local generation. ISF is also close to completing economic modelling of the impact of the rule change. Preliminary results demonstrate a net long term reduction in consumer bills if the rule change proceeds.</p>			On Track

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
Planning				
Finalise Waste Management Strategy for the local government area to achieve the waste objectives in Sustainable Sydney 2030	2017	35	Studies to inform baseline data for City of Sydney Organisation Waste and options assessment for separated organics completed. Commercial waste data investigation to commence August 2016. Community waste consultation planned for 2016/17.	On Track

Develop Interim Targets and action plans for the local government area to achieve the objectives of the City Waste Management Strategy.	2016	100	Interim targets approved and included in the Draft Environmental Action Strategy issued for public consultation June 2016.	Complete
Finalise Waste Management in New Developments Guidelines and amend City Development Control Plan to facilitate implementation of the Guidelines.	2016	85	Draft Waste Management in New Development Guidelines for the City of Sydney have been completed. In late 2015 NSW Environment Protection Authority (EPA) announced that it will be revising the existing 2005 Guideline for residential multi-unit dwellings. The City is awaiting confirmation of expected release date and content of the new NSW EPA guideline to determine if there are any material impacts on the City's draft guideline. City representatives recently attended a NSW EPA facilitated workshop to engage with relevant stakeholders on the revised NSW Development Guidelines. NSW EPA has indicated that the draft guidelines would be available for comment second quarter (Q2) 2016/17.	On Track

Major Programs	Progress To Date	Status
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Waste Management Services		
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Provide high quality waste and recycling services that meet the needs of our community	<p>The City provides waste and recycling collection services to over 100,000 households each week. In addition to kerbside collection services and managing the City's domestic waste and recycling processing contracts, the City provides e-waste recycling events, household chemical drop-off days, reverse vending machines, and recycling stations at libraries for mobiles, light bulbs and batteries. The City also partners with the community to solve waste issues through targeted engagement and education programs.</p> <p>Highlights this year include the City winning the top award for Excellence in Waste and Recycling at the Green Globe Awards as well as a Local Government NSW Resource Recovery Award at the Local Government Excellence in the Environment Awards. The City continued its yearly partnership with Bunnings Warehouse to hold an e-waste drop-off in Alexandria that attracted 787 drop-offs and the e-waste collected filled over 1.2 shipping containers. This contributed to a total of 95 tonnes of e-waste being recycled by the community this year.</p> <p>The City continues to support the introduction of a Container Deposit Scheme (CDS) in NSW through its trial of Reverse Vending Machines (RVMs), which recycles beverage containers in public places. Since the trial began in June 2014, more than 159,000 beverage containers weighing nearly 2.3 tonnes have been recycled, with more than 52,000 rewards vended.</p>	On Track
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Provide a high quality, customer-focused street cleansing service	<p>During the 2015/2016 financial year the Cleansing crews collected 8,836 tonnes of street cleansing waste, 269.57 tonnes of white goods and 3,399 mattresses.</p> <p>A dedicated stain removal crew continued to target stains and chewing gum throughout the City, operating for 7,212.36 hours.</p>	On Track
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Partnerships		
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Advocate for and facilitate waste prevention and avoidance through extended producer responsibility schemes.	<p>NSW Government announced in May 2016 that the State will be adopting a 10 cent container deposit scheme. The City prepared a response to the NSW EPA public consultation in February 2016 supporting the refund scheme. The scheme is scheduled to be implemented in July 2017 and the City is continuing to work with key stakeholder to assist with facilitation of the schemes introduction.</p> <p>The City is also supporting the Australian Battery Recycling Initiative to promote responsible environmental management of batteries at end of life.</p>	On Track
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Regulation		
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Proactive patrols of at least 130 hours per month to detect and deter the inappropriate discarding of litter, waste or unapproved distribution of advertising materials.

In 2015/16 rangers spent over 5,932 hours in proactive patrols to deter dumping, illegal advertising, cigarette butt littering and related offences. Over 1,300 penalty notices were issued.

On Track

In Q4 the rangers spent over 1,539 hours in proactive patrols to deter dumping, illegal advertising, cigarette butt littering and related offences. The City's rangers dedicated waste officer is included in this figure. 494 penalty notices were issued.

Advocate for regulatory change that facilitates the delivery of outcomes as defined in the Advanced Waste Master Plan and the City's Waste Strategy.

The City in consultation with the Environmental Protection Authority (EPA) is exploring ways in which State based waste recovery targets can be met in areas such as the City of Sydney that are dominated by multi-unit dwellings. City has provided input to an EPA issues paper to be submitted to the Greater Sydney Commission on the need for waste management infrastructure across metro Sydney.

On Track

2.3 Potable water consumption and gross pollutant loads to the catchment are reduced across the local government area.

Major Projects	Completion Date	% Complete	Progress To Date	Status
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Planning

Lead and facilitate the implementation of recycled water precincts within the City of Sydney including Green Square and Sydney Park.

2017

60

Construction continues on the Green Square Town Centre Water Reuse Scheme (stage 1).
Negotiations continue with a private utility for the provision of water utility services in the Greater Green Square urban renewal area.
Sydney Park Stage 2 works are still being finalised. Feasibility into expanding the Sydney Park reuse scheme to surrounding suburbs will commence once commissioning of current upgrade works is complete.
Preliminary design review of the George St recycled water pipeline as part of the Sydney Light Rail project is underway.

On Track

Water Services

Identify and implement priority enabling actions from the City's Decentralised Water Master Plan with key internal and external stakeholders.

2017

60

Enabling Actions from the Master Plan have been reviewed and included in the Draft Environmental Sustainability Strategy.
Current period actions include a submission in April 2016 to IPART's draft determination of Sydney Water Prices from 1 July 2016 and a submission in May 2016 to IPART's issues paper on wholesale prices for Sydney Water. Also continued discussions with NSW Government to increase BASIX scores.

On Track

Major Programs

Progress To Date

Status

Planning

Ensure the City's Planning Controls promote actions that assist in the delivery of targets outlined in the Decentralised Water Master Plan.

Continued development of the Green Square Water Reuse Stage 2 project including investigating options to encourage connection of new developments to future recycled water infrastructure. Continued advocacy with the NSW Government to increase the Building Sustainability Index (BASIX) scores, require dual plumbing where appropriate and improve developer compliance.

On Track

Advocacy

Advocate for regulatory change that facilitates the delivery of outcomes as defined in the Decentralised Water Master Plan.

Continued discussions with key Government agencies to advocate for regulatory change to facilitate delivery of the Decentralised Water Master Plan. Submissions to IPART's review of Sydney Water Prices in April 2016 and review of wholesale prices for Sydney Water in May 2016. Ongoing consultation with regulatory authorities and industry stakeholders through active participation in Local Water Solutions Forum.

On Track

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Planning				
Develop an overarching Environmental Sustainability Strategy that covers the activities within the local government area and the operation of Council.	2016	95	Draft "Environmental Action 2016-2021" document endorsed at June 2016 meeting of Council, and is now on public exhibition.	On Track
Major Programs	Progress To Date			Status
Commercial office buildings and tenant engagement				
Deliver the CitySwitch Green Office Sydney program to office based businesses to facilitate improved environmental performance.	<p>By the end of the year the CitySwitch Sydney program was actively engaging 116 businesses, covering 134 offices, over 1 million square metres and approximately 20 per cent of the City of Sydney's office floor space, to deliver information and to support these businesses with their sustainability commitments.</p> <p>At the annual New South Wales State CitySwitch Awards in November 2015, Bupa received the State Signatory of the Year Award. Additionally, Colliers International and the NSW Office of Environment and Heritage jointly received the State Partnership of the Year Award.</p> <p>As measured in December 2015, the average energy efficiency of CitySwitch signatories was 4.6 Stars using the National Australian Built Environment Rating Scheme (NABERS), against a target of 4.5 Stars. This is a 0.5 star increase on 2014 results. Collectively, this evidences a reduction in annual carbon emissions of 17,991 tonnes.</p> <p>As part of the CitySwitch program's evolution beyond energy efficiency, CitySwitch released tools and guides on green information and communication technologies and on office waste. The office waste guide and assessment tool was used by over 20 per cent of the participating businesses in the first 3 months of release.</p> <p>8 businesses joined the program in the year: Landers & Rogers Lawyers; Herbert Smith Freehills; dwp suters; Australian Taxation Office; Museum of Contemporary Art Australia; ITWorx Consulting; Brookfield Property Partners and News Corp Australia. Existing Signatories joined new office tenancies to the program in the year, being: Frasers Property Australia and Macquarie Bank. Additionally, WT Partnership, formerly located in North Sydney, have relocated to a new tenancy within the City of Sydney.</p>			On Track
Coordinate the CitySwitch Green Office national program across Australia (under the governance of the Council of Capital City Lord Mayors).	<p>The CitySwitch national program has now completed the first year of its current 3 year funding phase, and now includes support and encouragement for the sustainability issues of resource waste, renewables, health and productivity, in addition to its continued focus on energy efficiency. The program has released new tools and resources through the year including a green information, communications and technology interactive game, article and e-book; and a guide and assessment tool to office waste. Over 15 per cent of participating businesses had made use of the waste resources within 3 months of them being released.</p> <p>CitySwitch held its national awards ceremony in Sydney in November 2015, which was attended by 120 people. Signatories reported undertaking 1463 projects during 2015, an 80 per cent growth over last year. 23 per cent of reported projects were waste related. The National Signatory of the Year was won by Western Australian Local Government Association for their 6 star NABERS tenancy and for installing solar panels and undertaking a sustainable fit out. National New Signatory of the Year was awarded to Allens, for their deployment of virtualised servers in a national project that will save 14 per cent of their total carbon emissions and for being the first lawyers to</p>			On Track

be carbon neutral certified under the National Carbon Offset Standard. The Partnership of the Year National Award went to the Government of Western Australia Housing Authority and Curtin University who collaborated on a plan which resulted in the installation of LED lights and saving 620,000 sheets of paper in 6 months with a business process automation project.

During the third quarter, CitySwitch announced that it now represents over 3 million square metres of Australian office space which is 12 per cent of available commercial office space in Australia. Reaching this milestone reinforces the program's status as Australia's pre-eminent sustainability program for office-based businesses.

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

In December 2015 the City announced that the members of the Better Buildings Partnership had collectively reduced their annual carbon emissions by 45 per cent in the year ending 30 June 2015 and as a result enjoyed a \$30 million saving from avoided electricity costs (from their 2006 baseline year).

On Track

The Partnership has released a new best practice standard to the industry on operational waste management and reporting. Additionally, it has finalised and begun member implementation and testing of guidelines on stripout waste and green leasing. Over a dozen events, training sessions and master classes were held to educate the industry on these new best practice standards. The Partnership finalised foundation reports on cooling tower management that show an opportunity for water reduction of up to 9 per cent, and fire systems water management that show the opportunity to reduce water usage by at least 70 per cent.

The Partnership's work on leasing has delivered a world-class online tool for quantifying the potential for collaboration between landlords and tenants to gain joint sustainability outcomes through their commercial leasing relationships. The work was recognised by the NSW Chapter of the Australian Property Industry in its annual awards in December 2015 and was publicly noted as a key influencer in global trends by the Global Real Estate Sustainability Benchmark in September 2015.

The Partnership has now completed its first five year term and delivered significant outcomes for members and the commercial office sector more broadly. All members have committed to fund a second five year term that will extend and broaden the outcomes already secured.

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

The City has worked with the NSW Office of Environment and Heritage to enhance the Environmental Upgrade finance service by working on a revised template contract, policy and program design. The revised template contract has now been finalised and the City is updating the Council policy for consideration of Council.

On Track

During the year 2,487 visits were made to the service web pages, the City held 17 stakeholder meetings to discuss the service, and assisted 3 buildings owners to assess the benefits of the service in their consideration of environmental upgrades to their buildings.

Business engagement (non-office based)

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

During the year the Smart Green Business program recruited 93 large businesses across the entertainment, conference venues and retail sectors, with 92 businesses implementing identified water efficiency and/or waste recommendations.

On Track

The program has also engaged 74 smaller food related businesses through the City's Health & Building sustainability trial, where Health and Building Officers have been providing sustainability advice during food business inspections. Out of businesses engaged, 53 implemented water recommendations and achieved an average cost saving of \$1,989 per year.

Residential engagement

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

The Residential Apartment Sustainability Plan was adopted by Council in August 2015 and contains 30 actions to drive demand for better performing buildings within 10 years. During the 2015/16 year the City has been collaborating with 18 state government, industry and community stakeholders through our reference group which met four times in the year. This group is working with the City to support sustainability upgrades, policy change, and training and support initiatives to reduce the environmental impact of strata apartment buildings.

On Track

The City hosted four meetings with leading apartment owners and managers to develop a leadership network, increase capacity and to generate case studies on sustainability issues that will influence the wider sector. The issues covered included energy efficiency in underground car parks, energy management and monitoring, variable speed drives, and hot water system upgrades. Case studies have been published on the City's Smart Blocks website and the Green Strata website.

The City is encouraging increased solar installations for apartment buildings in the City through the environmental performance innovation grants program. The first completed solar grant project was with BotanyCope which has seen a 23.5% reduction in energy consumption in the common areas. Other grant funded projects include a 4.9 kilo-watt and a 19.6 kilo-watt system respectively to be installed on two further apartment buildings, and a new battery storage technology and a power purchase arrangement for residents. A solar round table event was held in March to connect grant recipients and other key stakeholders who are investigating solar technology, distribution and business model solutions for strata buildings. 20 stakeholders attended this event and will continue to share learnings addressing unique opportunities and barriers faced by Owners Corporations investigating renewable options.

The City has partnered with the Office of Environment and Heritage to pilot a 3 part technology training and implementation support program for strata building managers on energy management, lighting and Heating, Ventilation and Air Conditioning. Two parts of this program have now been conducted with 15 Building Managers and Executive Committee members attending the first part and 8 in the second.

The City presented on the benefits of improving efficiency of apartment buildings at the Strata Communities Australia's Owners Day in April (approximately 140 attendees) and Water Smart Strata forum in May 2016. Broader residential engagement has continued with 14 Green Villages workshops delivered at City libraries and Sydney Park. Workshop attendance was high with an average of 32 attendees at each workshop and a total of 458 attendees during the year. Follow-up surveys of participants responding to a survey indicated 94 per cent have undertaken one or more new actions as a result of attending a workshop. Green Villages also delivered four face-to-face engagements with 200 student residents during orientation weeks at Sydney University and University of Technology, Green Week at Sydney TAFE and Alexandria Community Fair.

A key outcome sought by the plan is that developers voluntarily innovate beyond minimum environmental performance standards. To support this outcome the City has been undertaking a study to define the benefits and costs for taking a high-rise residential building to net-zero carbon. This work is part funded by a grant received by the Carbon Neutral Cities Alliance.

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

In the 2015/16 year the Green Living Centre has focused on the delivery of a range of programs to increase awareness of low carbon living in the community and support local residents and businesses to reduce their carbon footprint. The Centre received 2,688 shop front visitors and conducted 48 low carbon community engagements attended by 426 participants. These have included engagements on heating and cooling, insulation and glazing, solar photovoltaic and batteries, feed in tariffs, solar assessments and informal energy cafe drop in sessions.

On Track

Eleven local businesses have signed up to receive carbon audits and commit to carbon reduction targets. Other highlights include the development of a new partnership with the Older Women's Network, the launch of Energy Blitz for residents and a steady increase in Facebook likes and newsletter sign ups.

The commercial worm farm was harvested and its worms distributed to City of Sydney childcare centres as part of a new organics recycling education program. The worm farm was now been re-located to the City Farm.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Environmental Management				
Develop an environmental management system that will enable risk and opportunities to be effectively and efficiently managed across the organisation.	2016	80	<p>Actions this year have focussed on establishing organisational wide Environmental Management System that identifies major environment risk and opportunities and the appropriate management mechanisms to manage these.</p> <p>Example EMS components include:</p> <ul style="list-style-type: none"> - Compliance: Audit Plan and Environment Controls for Capital Works - EMS sharepoint intranet site establishment - Environmental action plans included in Business Plans - Reporting and Data Management 	On Track
Property				
Continue to implement Photovoltaic (solar energy) project for City of Sydney buildings.	2017	65	<p>The Crescent Child Care centre photovoltaic work is now complete.</p> <p>Green Square Creative Centre installation planned for 2016/17.</p> <p>Mountain Street and King Street, installation method requires further investigation.</p> <p>Juanita Nielsen installation will occur upon completion of main building works.</p>	On Track
Major Programs				
Environmental Management				
Develop annual emissions inventory and associated documentation with independent verification to continue to meet the criteria of carbon neutral certification under the National Carbon Offset Standard.	City continues to be carbon neutral certified as recognised by the Australian Government under the National Carbon Offset Standard (NCOS). Latest year 2014/15 inventory currently received independent verification and package was submitted to NCOS administrators.			On Track
Fleet Management				
Manage the light and heavy vehicle fleets to encourage low emission driving behaviour and reduce CO2 emissions.	<p>The fleet emissions for Q4 were 461 Tonnes CO2, contributing to an overall annual total of 2,160 Tonnes CO2. The City's annual target of maintaining fuel emissions at 2013/14 levels was met and bettered by 190 tonnes by using a new blend of B50 biodiesel through the colder months. The sustainable bio-diesel product utilises 50 per cent recycled cooking oil mixed with mineral diesel fuel. A total of 266,476 litres of fuel was consumed by the City's fleet during Q4 of which 76 per cent was sustainable biodiesel. There was an increase in fuel usage of 2,989 litres in Q4 compared to the same period last year, but an overall reduction of 24,339 litres compared to last financial year.</p> <p>A new Low-risk and Eco-driving Handbook was launched in Q4 and rolled-out to the City's drivers through a series of staff briefings in an effort to further enhance low-emission driving skills and behaviours.</p>			On Track

2.6 The extent and quality of urban canopy cover, landscaping and city greening is improved.

Major Projects	Completion Date	% Complete	Progress To Date	Status
City Farm				
Construct stage one of the City Farm and commence operations – farmer’s market cropping, orchard and education programs	2016	85	After report to Council in February, negotiations have been conducted to appoint a suitably qualified company to commence development of the community hub. It is expected that works will commence later in 2016.	On Track
Urban Forest				
Continue to implement street tree planting program in accordance with the Street Tree Master Plan.	2016	100	Tree planting has continued. A total of 727 trees planted in the past year, exceeding the annual target of 700 trees.	Complete
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.	<p>The City supports 19 community gardens, three footpath gardens, five Bush Care/Landcare groups and one community composting group by providing management assistance, donation of materials and training.</p> <p>A new community garden group started the Jubilee Kitchen Garden, which consists of the proposal of five planter boxes on existing garden beds at the Jubilee Oval viaducts, Glebe. Their Management Plan and garden design has been approved under the Community Garden Policy and Footpath Gardening Policy. The group is working with Pymont Ultimo Men’s shed and Big Fag press.</p> <p>Proposed new community gardens include; Reconciliation Garden, Redfern, Chelsea Garden, Surry Hills and Lawrence Hargrave Garden, Potts Point and 222 Palmer Street, Darlinghurst.</p> <p>The City is also liaising with Housing NSW to help find an alternative location for the community garden which closed at Greg Hewish Memorial garden (Anglican Diocese land in Ogden Lane, Redfern).</p> <p>Ground preparation has begun for National Tree Day. This year the event will be held at Jubilee Park on Sunday 31 July starting at 10am. Over 2,000 native seedlings will be planted and there will be plenty of activities for children.</p>			On Track
Urban Forest				
Deliver an in-road planting program to maximise urban canopy and reduce the impacts of the urban heat island effect.	Projects to increase canopy cover have continued. 727 street trees planted over the past year, exceeding our target. In-road planting projects have continued, with Colbourne Ave completed, and design / consultation ongoing for Cowper Wharf Road, Bowman Street, Pelican Street and Park Avenue.			On Track
Implement a program to support residents planting and maintaining large canopy trees on their property.	The community survey for 'green volunteers' revealed there is insufficient interest to develop specific tree related programs. Planning for the next free tree give-away is in progress.			On Track
Urban Ecology				
Continue to implement a Volunteers bush regeneration program in the City’s parks and open spaces.	Opportunities for community greening activities are in places through local landcare groups, community gardens, and the footpath gardening policy. Information on these programs are available on the City’s web site. Expanded green volunteer programs are under investigation for future years.			On Track

Monitoring the community fauna sighting database, sharing information and reporting on results

180 reports to date by community and staff. Formal fauna surveys to be carried out in 2017 to assess progress against baseline data. Online reporting tool will be assessed for improvement to increase usage in 2017.

On Track

Greening Sydney Plan

Deliver themed Living Colour floral displays throughout the City during spring and summer

2015/16 was a successful year for the Living Colour program with 8 week floral displays in spring and summer. Each display consisted of 800 1 x1 metre planter boxes, up to 20,000 pots, and incorporated 23 floral towers. These displays were in key locations across the City.

On Track

In addition to the above displays 450 hanging baskets were placed on smart poles across the City as well as the green wall at Kings Cross for a continual display of 36 weeks.

The displays were designed with bold geometric shapes with bright colours resulting in vibrant colour and many positive comments from members of the public.

Plants at the end of each display were available at a public give away at St Mary's Cathedral, and stock was also provided to schools and community groups. A gold coin donation was held at each give away raising funds for charity.

The designs for the upcoming spring display will be incorporating logos and messaging from the Royal Botanical Gardens. The designs will be made up of bright colourful plant, large citrus and large trees. This display will be delivered in partnership with the Royal Botanic Gardens to celebrate their 200 year anniversary.

Encourage new developments to maximise landscaping and build green roofs and walls

New Landscape Code ready for implementation and expected to go to Council early in 2016/17

On Track

Deliver the Public Domain Landscaping Program

10,629m2 completed year to date. New opportunities have been identified and scoped for the 2016/17 program of works.

Watch

Parks Water Savings Action Plan

Implement priority actions from the Parks Water Savings Action Plan – storm water harvesting, irrigation efficiency targets.

The City continues to monitor that all City Greening and urban landscaping works are aligned with the Parks Water Savings Action Plan. See details on the implementation of the Action Plan under section 2.3 - Water Services of this report. The Parks Water Savings Action Plan will be reviewed in the 16/17 financial year. An internal workshop has also been arranged in July 2016 a certified irrigation designer and a storm water engineer will brief City staff on industry considerations and best practice management of water resources in parks.

On Track

2.S.1 Key Performance Indicators

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

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Overall greenhouse gas emissions for all City of Sydney assets (Including total electricity, gas and onsite fuel usage converted to greenhouse gas emissions but NOT including Green Power or offsets). Baseline 2006 Data – 52,972	Tonnes	42,257	40,134	-	8,605	9,424	9,203	9,423	36,655	Q4 electricity data is 89.75% actual and 10.25% estimated and gas data is 25% actual and 75% estimated.	Indicator Only

Greenhouse gas emissions for City of Sydney Building Assets - Baseline 2006 Data – 28,775	Tonnes CO2	20,827	19,953	-	4,462	4,937	4,833	4,423	18,655	Q4 electricity data is 89.75% actual and 10.25% estimated and gas data is 25% actual and 75% estimated.	Indicator Only
Greenhouse gas emissions for City of Sydney Street lighting - Baseline 2006 Data – 15,131	Tonnes	13,222	12,031	-	3,277	2,565	2,566	3,172	11,580	Q4 electricity data is 89.75% actual and 10.25% estimated and gas data is 25% actual and 75% estimated.	Indicator Only
Greenhouse gas emissions for City of Sydney Parks - Baseline 2006 Data – 2,502	Tonnes	1,964	1,996	-	466	438	411	447	1,762	Q4 electricity data is 89.75% actual and 10.25% estimated and gas data is 25% actual and 75% estimated.	Indicator Only
All other City of Sydney Greenhouse gas emissions (includes emissions from flights, taxis, contractors fuel, events, and refrigerants) (measured annually) Baseline 2006 Data – 3,896	Tonnes	952	4,031	-	-	-	-	3,763	3,763	Q4 electricity data is 89.75% actual and 10.25% estimated and gas data is 25% actual and 75% estimated.	Indicator Only
Council's fleet vehicle greenhouse gas emissions (total) Baseline 2006 Data – 2,669	Tonnes	2,350.96	2,224	2,350	633	593	473	461	2,160	The fleet emissions for Q4 were 461 Tonnes CO2, contributing to an overall annual total of 2,160 Tonnes CO2. The City's annual target of maintaining fuel emissions at 2013/14 levels was met and bettered by 190 tonnes by using a new blend of B50 biodiesel through the colder months. The sustainable bio-diesel product utilises 50 per cent recycled cooking oil mixed with mineral diesel fuel.	On Track

Water Usage and Stormwater - Reduce overall water consumption and reliance on mains water used by council and across the local government area.

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total City of Sydney mains water usage	kL	405,473	404,290	-	89,732	116,391	119,932	92,493	418,548	90% of quarter use is estimated due to quarterly bill cycle for water meters.	Indicator Only
Total City of Sydney mains water usage – Parks and Public Domain	kL	156,398	147,898	-	27,637	44,990	47,628	29,664	149,919	90% of quarter use is estimated due to quarterly bill cycle for water meters.	Indicator Only
Total City of Sydney mains water usage – Commercial Buildings	kL	98,067	97,733	-	25,705	26,635	27,945	27,292	107,577	90% of quarter use is estimated due to quarterly bill cycle for water meters.	Indicator Only
Total City of Sydney mains water usage – Community Buildings	kL	35,144	31,135	-	6,370	6,812	7,591	6,794	27,567	90% of quarter use is estimated due to quarterly bill cycle for water meters.	Indicator Only
Total City of Sydney mains water usage – Operations (Depot etc.)	kL	35,906	44,416	-	9,897	15,545	10,676	7,272	43,390	90% of quarter use is estimated due to quarterly bill cycle for water meters.	Indicator Only
Total City of Sydney mains water usage – Aquatic Facilities	kL	79,956	83,108	-	20,123	22,410	26,091	21,471	90,095	90% of quarter use is estimated due to quarterly bill cycle for water meters.	Indicator Only
Total mains water consumption for the local government area (measured annually)	ML	35,365.53	35,959.65	-	-	-	-	-	-	data will be provided by Sydney Water in October 2016	Indicator Only

Waste - Provide high quality waste management services to residents that encourage a reduction of overall waste generation and diverts 66% of domestic waste from landfill by 2014

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total Waste Collected	Kg/Capita	335.45	336.74	335	75.61	81.08	88.47	74.38	319.54	The City has achieved a significant reduction in the total amount of waste generated this year compared to the last two years, surpassing our target by creating less waste than anticipated in 2015/16.	On Track
Total Waste Recycled	Kg/Capita	229.18	230.91	228	51.89	56.98	62.32	51.25	222.44	The YTD total waste recycled result for 2015/16 (222.44kg per capita) is 5.5kg under our 228kg per capita target. This is due to a sharp population increase in 2015/16 (up 14,500 residents over 2014/15 population compared to a population increase of only 1,000 between 2013/14 and 2014/15).	Watch
Resource Recovery Rate	%	68.27	68.53	66	68.82	70.28	70.45	68.91	69.62	The City continues to achieve a consistently high resource recovery rate and achieved 69.62% for 2015/16.	On Track
City of Sydney Recycling (organisational Facilities)	Tonnes	849.27	814	1,095	331	325	308	274	1,238		Indicator Only
City of Sydney Waste Collected (organisational Facilities)	Tonnes	2,375.97	2,409.68	2,330	586	584	553	496	2,219		On Track

Greening Sydney - A green liveable city, that recognises the importance of trees and quality open space that supports diverse and abundant ecosystems

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Street trees planted annually	No	857	913	700	303	10	60	354	727	Target reached, with 727 trees planted over the past year. 354 in Q4.	On Track
Total street trees	No.	30,917	30,132	29,800	30,298	30,219	31,644	32,119	32,119	Inclusive of small garden areas in streets and street trees, which may be planted by the City or others (e.g. developers)	On Track
Number of plants planted at community planting events	No	8,013	9,135	8,000	4,300	663	1,457	1,971	8,391	Yearly target reached, with 1971 plants planted in landcare/bushcare groups, friends of orphan school creek in Q4.	On Track
Total trees and shrubs planted	No.	70,197	73,876	52,000	5,824	24,356	9,241	22,766	62,187		On Track
Public Domain Landscaping (nature strips, rain gardens, traffic treatments)	m2	9,388	10,896	10,000	1,942	2,636	1,144	4,907	10,629		On Track
Extent of locally-native bushland increased compared to 2009/10 baseline (measured annually)	ha	4.6	1.4	-	-	-	-	0.39	0.39	A total of 13,466 plants have been planted across new sites at Johnstons Canal and Sydney Park. Total to date since Urban Ecology Strategic Action Plan, 43% increase from baseline.	Indicator Only

Number of indigenous bird species (2009/10 baseline - 63 species) (measured annually)	No	99	88	-	-	-	-	64	64	Formal survey to be replicated in 2017	Indicator Only
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3 Integrated transport for a connected city

Quality transport will be a major driver to sustainability – the City must offer a variety of effective and affordable transport options.

3.1 Plans are in place that enhance access by public and active transport from the Sydney region to the City of Sydney.				
Major Projects	Completion Date	% Complete	Progress To Date	Status
City Transformation				
Support the implementation of light rail down George Street and in the wider LGA	2016	100	The City's support infrastructure has been established for the light rail. We formed City Transformation and finalised the Development Agreement and the \$220 million contribution. We are continuing to liaise with TfNSW on the delivery phase of the project.	Complete
Commence studies to support the Green Square light rail.	2016	80	Following completion of feasibility studies and cost estimation, AECOM has been engaged to further develop a business case for the Green Square Light Rail project.	On Track
Advocacy				
Work with State Government on walking and cycling connections between Barangaroo and surrounding areas.	2017	90	The City continues to work closely with Barangaroo Delivery Authority to plan and design walking and cycling connections. Further work is needed to connect the Hickson Road cycleway to existing cycleways. Advocating for inclusion of cycle facilities at the proposed Barangaroo Metro station and improved connections between the station and the cycle catchment.	On Track
Partnership				
Support State Government in developing interchanges and key transport hubs, including those in CBD affected by the Sydney City Centre Access Strategy.	2017	90	The City is working with State Government on planning for metro stations in the city centre, including regular meetings and submission to the Environmental Impact Statement. Working with the CBD Coordination Office on the interchange precincts.	On Track
Major Programs	Progress To Date			Status
Advocacy				
Provide advice and advocate for transport outcomes that align with the City's strategic vision through State Government Barangaroo planning process	The City made a submission responding to the Sydney Metro Environmental Impact Statement, including specific comments on the Barangaroo Station. City staff are engaging with the Barangaroo Development Authority and Sydney Metro to ensure the station is integrated into the surrounding active transport networks and there is adequate provision for active transport including end of trip facilities.			On Track
Planning				
Work with the State Government to implement changes to loading, taxi and parking arrangements to support light rail and related works in the City Centre	City is working closely with the CBD Coordination Office and other stakeholders, such as the Taxi Council, to manage kerbside use in central Sydney.			On Track
Update the City's Car Share Policy.	Draft Car Sharing Policy 2016 reported to Council and exhibition completed. Post Exhibition report due in 2016/17. Car sharing membership continues to grow, with approximately 30,000 within the city in May 2016.			On Track

Partnership		
Work with State Government and Taxi industry to implement more taxi ranks in better locations in the City Centre	The City continues to work with Transport for NSW and the taxi industry to implement new taxi ranks and relocate existing ones when needed. New ranks have recently been implemented in Newtown and those affected by the George Street closure have been successfully relocated. The City works closely with the CBD Coordination Office on all kerbside issues, including taxi rank provision.	On Track

3.2 Transport infrastructure is aligned with City growth.

Major Programs	Progress To Date	Status
Advocacy		
Work with State Government to ensure understanding of transport implications of development in LGA.	Limited additional off-peak and shoulder bus services announced in 2016/17 NSW State Budget. No commitment obtained to increase peak public transport capacity in southern renewal areas.	On Track

3.3 Negative impacts from transport on public space in the City Centre and Villages are well managed.

Major Programs	Progress To Date	Status
Parking		
Utilise enforcement activities to ensure turnover and improve safety and accessibility of city parking.	Proactive and reactive ranger patrols have been the focus for 2015/16. Patrols encouraging a turnover of kerbside parking spaces, so all road users have an opportunity of finding a parking space, were a priority. Additional patrols were also maintained in the residential areas, predominantly in the outer lying areas, where commuter parking places additional strains on the available spaces.	On Track

3.4 There is an increased use of public transport and reduction in traffic congestion on regional roads.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Capacity				
Develop management plans for major feeder corridors to the city (mostly State roads) including public transport, cycling, walking and traffic safety targets for advocacy with the NSW State Government.	2017	50	Active involvement in development of Greater Sydney Commission District Plan process which now includes future transport planning for key corridors. Liaison with Transport for NSW and Roads and Maritime Services on specific projects such as the McEvoy-Lachlan corridor.	On Track

Major Programs	Progress To Date	Status
Accessibility		
Provide support to the State Government to provide changes to bus operations in the City centre.	The City is working towards the target set by the Australian Human Rights Commission of 90% of the City's bus stops compliant with the guidelines for Disability Standards for Accessible Public Transport by December 2017. 2015-16 achievement - 559 out of 675 bus stops in the City are now compliant (83%).	On Track

3.5 There is quality access to transport services and infrastructure in the city.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Transport Infrastructure				
Advocate to ensure public infrastructure meets the needs of uses.	2017	80	The City continues to advocate for good public transport access outcomes in the Sydney Metro project and will continue to advocate for improvements to public transport in urban renewal areas across the local government area.	On Track

3.S.1 Key Performance Indicators

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

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total number of car share parking spaces in the city (program to date)	No.	599	648	692	660	670	677	690	690	42 new spaces were approved for installation in 2015/16	Watch
Proportion of resident drivers who are members of car share schemes	%	11.9	16.3	-	16.3	17.14	18.34	17.5	17.5		On Track

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

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Road renewed/treated program	m2	61,381	51,368	40,000	38,023	15,047	7,570	9,999	70,639	2015/16 achievement includes 30,884 m2 delivered by the City and 39,755m2 delivered by CBD Alliance funded road improvements as part of the CBD Light Rail project.	On Track

4 A city for walking and cycling

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

4.1 Implement priority programs to improve pedestrian safety and accessibility, connectivity and amenity across the local government area.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Walking				
Undertake an audit to identify the priority walking projects from the Liveable Green Network	2015	100	This action has been completed. Audit results are guiding prioritisation of projects to be implemented.	Complete
Implement the pedestrian, cycling and traffic calming infrastructure improvements program	2018	75	The City has a number of streetscape improvement projects underway to improve walking and cycling connectivity, including shared zones, new traffic signals and footpath continuations. Many more projects are in planning and design phase and will be implemented subject to Roads and Maritime Services approval. The City was again successful in obtaining Transport for NSW Active Transport funding to progress a number of projects in 2016/17.	On Track
Partnerships				
Work with 14 neighbouring councils and State and Federal Governments to implement the Inner Sydney Regional Bike Network	2020	50	Network review and economic analysis at draft final stage. Consultation ongoing with Road and Maritime Services, Transport for NSW and other local governments' areas.	On Track
Major Programs	Progress To Date			Status
Walking				
Deliver the CBD Streetscape Improvement program, including the installation of Smartpoles, upgraded and improved LED street lighting, traffic signals, street furniture and the installation of granite paving.	<p>The program continues to be implemented, works completed in Q4: Goulburn Street – Sussex to Castlereagh – Smartpole Installations Martin Place – Pitt Street – Smartpole Installations Regent Street – Lee Street – Smartpole Installations</p> <p>Works completed in Q1 to Q3: Erskine Street - Kent Street to Clarence Street – Granite Paving Kent Street - Gas Lane – Bluestone Shared Zone and Granite Paving Kent Street - Market Street to King Street – Granite Paving King Street - York Street to George Street – Granite Paving Pitt Street - Bathurst Street to Liverpool Street – Granite Paving Pitt Street - Goulburn Street to Bathurst Street – Smartpole Installations Pitt Street - Park Street to Bathurst Street – Smartpole Installations Sussex Street - Druitt Street to Market Street – Smartpole Installations York Street - Margaret Street to Wynyard Street – Granite Paving</p>			On Track
Cycling				
Improve bicycle access and amenity through small scale infrastructure changes and improved on street facilities in both the CBD and Non CBD areas within the LGA.	<p>In this quarter mixed traffic contra-flow lanes have been installed in Flora Street, Munni Street and Victoria Street.</p> <p>New shared paths have been installed in Riley Street, St Mary's Road, and King Street Newtown (between Sydney Park Road & Concord Street).</p>			On Track

Existing shared paths in McEvoy Street and Buckland Street have been upgraded.

Partnerships		
Advocate and work with land owners to develop a continuous foreshore walk accessible on foot and bike	Ongoing. Currently providing information to Urban Growth regarding Blackwattle Bay area.	On Track
Continue to lobby the State to support surrounding councils to link their cycleways into the city network.	A Final Business Case is being prepared for submission to Infrastructure Australia, with support from Transport for NSW and other councils.	On Track
Safety		
Continually monitor and review road safety and interface with pedestrians and bike riders, including running awareness campaigns.	Share the Path program continues being delivered, four times a week, including areas of resident concern such as Waterloo Green.	On Track
Investigate and implement low speed environments in the LGA.	Ongoing investigations and implementation including 40 km/h zones and shared zone implementation.	On Track

4.2 The City Centre is managed to encourage the movement of pedestrians and cyclists.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Walking				
Work with State Government to decrease waiting time and overall trip time for bike riders and pedestrians on identified priority routes in the City Centre	2017	70	Improved crossing opportunities and reduced wait times for pedestrians in George Street as a result of the light rail construction activity. Countdown timers have been implemented at simple signalised crossing in the city centre, including Martin Place cross streets. Working to improve signal operation along the separated cycleways to reduce cyclist wait times.	On Track

Major Programs	Progress To Date	Status
Partnerships		
Collaborate effectively with State Government to implement the City Centre Access Strategy to enable City of Sydney to receive assets that are fit for users once built	<p>City continues to advocate for enhanced infrastructure investment to serve the Green Square and Ashmore urban renewal areas. Infrastructure Australia has identified the Green Square Light Rail project on its priority list.</p> <p>A number of joint Transport for NSW and City of Sydney walking and cycling projects are at the detailed design or delivery stage.</p>	On Track
Collaborate with State Government to integrate walking and cycling with George St Light Rail and pedestrianisation project	We are continuing to work with Transport for NSW and the light rail design team to optimise the amount and quality of the pedestrianised space in George Street in line with the objectives of Sydney 2030, and to ensure that a future connection for a cycleway connection is provided between Prince Alfred Park and Castlereagh Street.	On Track

4.3 City Of Sydney and Sydney businesses lead by example to increase use of active transport for travelling to work in the LGA.

Major Programs	Progress To Date	Status
Journey to work - commuting		
Encourage developers to include end of trip facilities in new developments and work with external organisations to retrofit existing buildings.	Advocacy is undertaken as appropriate.	On Track
The City collaborates with external organisations to encourage the use of walking and cycling for commuting to work with positive results.	<p>This year the City collaborated with the NRMA, the Heart Foundation, Premier's Council for Active Living, Transport for NSW, Sydney Harbour Foreshore Authority, neighbouring councils, Austroads, Sydney University and the Museum of Applied Arts and Sciences on various events and projects to encourage walking and cycling.</p> <p>The City also shared information to encourage walking and cycling with the Property Council of Australia's Sustainable Development Committee, the Australian Institute of Traffic Planning and Management, the Workplace Health Promotion Network, Sydney University, Pyrmont and Ultimo businesses, other council and international jurisdictions and the Committee for Sydney.</p>	On Track

4.4 Increase in modal share for walking and cycling.

Major Programs	Progress To Date	Status
Modal shift		
Promote the benefits of walking and cycling to individuals, businesses and the wider community	This year's Sydney Rides Business Challenge was the largest of its kind in the world with 359 businesses taking part and 4400 individuals. Share the Path continues. Sydney Rides Festival is in the planning stage. Autumn's Discovery Rides were popular and well received. The Beat the Traffic project video won the People's Choice award at the Green Cities conference.	On Track
Remove/reduce barriers and provide encouragement and support for people that wish to use walking and cycling	Ongoing - combination of behavioural work (StreetShare Strategy implementation) and infrastructure improvements, particularly smaller scale safety and access improvements	On Track
Walking and cycling for leisure		
Encourage and support new walking and cycling enterprises	Ongoing. Recently supported CycleHack innovation workshop. CycleHack is a global movement on a mission to make cycling safer, accessible and fun by hacking solutions to barriers that keep us from moving freely around our cities. It happens in cities around the world on the same weekend, 25-26 June 2016 and this was the second time Sydney has been included.	On Track
People are encouraged to use walking and cycling to travel to events	The City continues to provide bike parking at major events and promote walking and cycling to events. The City has also provided support to the State Government Travel Choices program, a program to manage travel demand during light rail construction.	On Track
Events celebrating and focusing on walking and cycling are lead and supported by the City	Planning is underway for Sydney Rides Festival in October, including walking elements.	On Track
General		
Walking and Cycling users have information and training available that enables them to exhibit the correct and safe behaviour	Cycling courses continue, though will soon require payment.	On Track

Behaviour

Improve road users' behaviour focusing on the interaction with walking and cycling

Partnered with NRMA Insurance on a safety campaign focused on the danger from opening car doors: "Think of the Impact".

On Track

4.S.1 Key Performance Indicators

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

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Deliver the infrastructure identified in the City's Pedestrian, Cycling and Traffic Calming (PCTC) Plans	No	-	-	16	3	0	0	13	16	Target achieved. PCTC works included Shared Zones, Kerb Extension and Footpath Widening	On Track
Length of separated cycleways provided annually	Km	2.29	0.91	-	0.86	0.12	0.03	0	1.01		Indicator Only
Length of on-road cycleways provided/upgraded annually	Km	0.02	1.99	-	1.25	0	0.1	0.55	1.9		Indicator Only
Length of shared paths provided/upgraded annually	Km	2.65	1.96	-	0.61	0	0.12	1.15	1.88		Indicator Only
Growth in cycling activity at key intersections around the City of Sydney (100 key intersections)	%	12	3	25	-	(8.74)	-	(10)	(9)	While there has been a recent slight decline in numbers, bike riding continues to increase where new separated cycleways have been constructed. Overall, trips across all sites have almost doubled from March 2010 to March 2016.	Indicator Only

Footpaths -
Optimise the lifespan of City footpath assets, and improve street safety and accessibility

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Granite infill project	m2	4,400	2,731	500	1,650	376	255	0	2,281	Accelerated granite paving prior the commencement of CBD Light rail project, annual target achieved in Q1. The annual target has been exceeded substantially as paving opportunities arose while coordinating with the CBD Light Rail contractor.	On Track
Footway replaced by green verge	m2	4,007	3,932	1,700	347	1,682	711	920	3,660	Annual target exceeded as additional greening opportunities were identified during the construction stage of the Footway Renewal program. This additional greening has been performed within the allocated project budgets.	On Track

Footway renewed program	m2	25,468	27,751	16,400	2,478	7,550	3,522	5,777	19,327	Annual target exceeded as additional footway renewal work was identified during the construction stage program. This additional footway renewal has been performed within the allocated project budgets	On Track
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5 A lively and engaging city centre

The city centre's international iconic status will be maintained and enriched with an inviting streetscape and vibrant public spaces.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Public Domain Planning				
Provide strategic input (design principles) into the State Government's long term master plan for Circular Quay Square, Barangaroo and Darling Harbour live.	2017	60	Ongoing strategic design input into NSW State Government urban renewal projects is ongoing. This includes a revised master plan development for Circular Quay, public domain interface co-ordination for Darling Square and International Convention Centre development at Darling Harbour, and public domain and open space planning strategic input for UrbanGrowth projects at Central to Eveleigh and Bays Precinct.	On Track
Develop a City Centre Public Domain Improvement Program	2016	80	The City Centre Public Domain Plan is developing through a series of public domain precinct plan projects and site specific urban design studies. Council adopted in December 2015 the City North Public Domain Plan and the Chinatown and City South Public Domain Plan.	On Track
Develop concept designs and briefs for city centre public spaces	2017	40	<p>Concept design for Regimental Square has been completed and has been used to inform developer delivered upgrade works.</p> <p>Concept Masterplan for Martin Place has been adopted as part of the City North Public Domain Masterplan.</p> <p>Ongoing input with developers funded city space improvements at Farrer Place and a new city space at 280 George Street.</p>	On Track
Undertake a five year review of Public Space Public Life	2019	75	Ongoing work with Gehl Architects on data collection and benchmark reporting to track public domain quality trends. This work will inform a review of the 2007 Public Spaces Public Life due for completion in 2019.	On Track
Implement first phase of Harbour Village Public domain plan	2016	70	<p>Barangaroo integration works that include new footpaths and cycle amenities for Dalgetty Road, Argyle Street and upgrade of Munn Reserve have been completed.</p> <p>Gas Lane improvements completed.</p> <p>Argyle Street improvements construction underway.</p> <p>Kent Street underpass improvements construction underway.</p> <p>Design development for new toilet facility at Observatory Hill Park underway.</p>	On Track
Safety				
Develop and implement a plan to make the Sydney CBD safer at night in conjunction with the NSW Government.	2017	90	The City has successfully delivered actions under the Sydney CBD Entertainment Precinct Plan of Management. For further details please refer to the item 'Implement the OPEN Sydney strategy, a long term and wide reaching strategy and action plan for Sydney's night time economy' under objective 1.3 Economy.	On Track

Major Programs	Progress To Date	Status
Safety		
Deliver new CCTV infrastructure including new cameras, signage and a strategic review of CCTV system compatibility to improve city centre safety.	<p>The City continues to work with other agencies through the Sydney CBD CCTV Working Group to ensure high levels of collaboration and coordination between operators of CCTV in the public domain.</p> <p>A further 20 Street Safety CCTV cameras were upgraded to high definition, bringing the total number of high definition cameras to 88. The remaining cameras will be upgraded in 2016/17.</p>	On Track

5.2 The City Centre comprises a number of distinctive precincts with a diversity of built form, uses and experiences.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Public Domain improvements				
Deliver improvements to the streetscapes and public areas of city lanes in accordance with the adopted Laneways Revitalisation program.	2016	90	<p>Four of the five active projects within the program have been completed. This includes works to Bulletin Place, Wilmot Street, Central Street, Abercombe Lane, Tank Stream Way and Bridge Lane.</p> <p>Lees Court - Documentation complete and will be delivered with re-development of MLC building.</p> <p>Hosking & Penfold Lane - Construction Underway. Due for completion late 2016</p>	On Track
Continue to implement the Chinatown Public Domain Plan	2017	60	<p>Chinatown and City South public domain plan was adopted by council in December 2015 . This plan provides the priority project listing for next stage of Chinatown Public Domain Plan implementation.</p> <p>Thomas Street closure and improvements have been completed. Quay Street upgrade design development phase will commence in 16/17 year.</p>	On Track
Implement Harbour Village North Public Domain improvements	2023	35	Harbour Village North Public Domain projects currently in construction include Kent Street Underpass improvements and Argyle Street upgrade. Design development of Observatory Hill Park toilet facility currently underway. Completed projects include Barangaroo integration works and Gas Lane upgrade.	On Track
Foley Street Upgrade - Darlinghurst Stages 2 & 3	2020	5	<p>Design documentation of Stage 2 & 3 is complete.</p> <p>Funding for the implementation of Foley Street Stages 2 & 3 is budgeted for financial years 2018/19 and 2019/20.</p> <p>Activation of Foley Street Stage 1 – Stage 2 & 3 implementation is pending the activation of Stage 1 (between Burton Street & Crown Street) which will be better activated in alignment with shop front renewal work.</p>	On Track

5.3 Cultural, creative, retail and small business activity is supported in the City Centre.

Major Programs	Progress To Date	Status
Laneway revitalisation		
Improve activation of the city's finegrain spaces to enable creative, cultural and small business activity.	<p>The City continues to ensure opportunities to activate or enable activation of our underutilised spaces. Potential operators and producers continue to engage with various City staff, seeking advice from planners, grants, cultural and business precinct staff.</p> <p>A range of small business and creative activities were supported and delivered by the City including:</p> <ul style="list-style-type: none"> • Light Rail – Surry Hills Creative Precinct held a series of eight local stakeholder discussions to develop an activation strategy during Light Rail construction. • Do Darlo activations by Darlinghurst Business Partnership • Kings Cross Festival activated several finegrain pockets in the Points Point area • Potts Point Partnership organised a Media Familiarisation to highlight and showcase businesses within the Potts Point Kings Cross area • Chippendale Walking Tours continued to take visitors to up to five galleries at a time in the Chippendale precinct • Supported by the City, Newtown Neighbourhood Centre produced a series of musical performances to activate the public domain in Newtown called Friday Night Vibes • Art month late night events in and around Paddington, Darlinghurst and Chippendale / Redfern • SafARI, a series of exhibitions for emerging artists, took place across venues and sites in the Kings Cross <p>As part of the City's Art & About program, Janet Laurence's H2O Water BAr activated Paddington Reservoir Gardens, with Paddington Chamber of Commerce working in collaboration to engage local retailers in the installation.</p> <p>The City's Chinese New Year Festival showcased many of the popular and fine grain spaces throughout the city with more than 100 events, 670 associated events and 12 giant lanterns across the City; showcasing some of the city's fine grain and less travelled areas of the city and Chinatown areas.</p>	On Track

5.4 The City Centre is a place for art, creative expression and participation.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Planning and regulation				
Review the Busking Policy to increase the cultural and street life of the city community.	2017	40	<p>Work continues on background research and consultation to inform a revised policy on busking in the City of Sydney. A discussion paper is in development.</p> <p>In parallel work is being undertaken on a pilot project in Pitt St to address concerns regarding diversity of performers accessing the space, repetition and noise levels. This pilot will run for six months and inform the review of the policy and guidelines.</p>	On Track

Major Programs	Progress To Date	Status
City Centre creative activity		

Support and enable festivals, events, and other community activities to increase the cultural and street life of the city community.

The City's cultural and street life has again been enhanced through the provision of funding and support to a diverse range of events and celebrations. The events presenting this quarter include: the continuation of the Biennale, Remix Summit, Sydney Writer's Festival, Sydney Film Festival, Head On and new to our grants program, Sydney Comedy Festival.

On Track

Throughout the year, buskers have continued to add to the daily cultural life of the City, with many focusing on Pitt St Mall as a viable source of income in the autumn months. The Pitt Street Mall Busking Pilot commenced in May. This will enable the City to test the new guidelines leading into the City Busking policy review later in the year. Data is being collected and will assist us to understanding of busking activities in Pitt Street Mall.

Staff supported the inclusion of busking pitches within the Vivid festival footprint. All reports from the busking activity was positive this year. Data shows a significant increase of 16 per cent in the number of buskers registering during this quarter from the same period last year. This indicates that buskers are coming to Sydney for the Vivid Festival.

Public art

Deliver the City Centre Public Art Strategy.

Ongoing projects for 16/17 include:

Short Term Projects:

1. Mural Register and Street Art Review Project – report to Council 2016.

Permanent projects:

1. City Centre Public Art - Three artists endorsed by Council for the George Street Spine and the East - West Connectors now engaged in design development of projects. Two development applications (DAs) are being determined with two others in preparation.

2. City Centre Public Art - Laneways brief in development for distribution in 2016/17.

3. Thomas Street, Haymarket - Public Art by Lindy Lee as part of Street Upgrade – under construction due for completion in 2016.

4. Eora Journey: Recognition in the Public Domain – Tender selected for the Monument for the Eora with Evaluation Panel recommendation to go to Council in 2016. Significant Stakeholder engagement already undertaken and ongoing throughout the project

5. Eora Journey: Recognition in the Public Domain – Artists have been shortlisted for The Redfern Terrace projects. Tender to be selected in 2016/17. Significant stakeholder consultation ongoing.

6. Green Square - Drying Green - Kerrie Poliness finalising construction documentation of artwork.

7. Green Square - Former Royal South Sydney Hospital Site - artist Maria Fernanda Cardoso engaged finalising detailed design development of artwork.

8. Green Square - Stage Two Select Tender Evaluation for Connecting Project complete with five artists entering a concept refinement phase before a final recommendation is made.

9. Capital works Heffron Hall Public Art - Jennifer Turpin and Michaelie Crawford artwork SWING now in fabrication.

10. Capital Works Crown Street Upgrade - Astra Howard engaged in fabrication of artwork.

11. Biennale Legacy Artwork. Artwork by Agath Gothe-Snape approved by Council for implementation as part of the 20th Biennale of Sydney in development.

12. Juanita Nielsen Centre Textile Curtain – project underway.

Conservation:

Conservation program on-going. Key projects include:

1. Conservation of the Dixon Street Catenary and restoration of the artwork Heaven

2. Restoration of the Fraser Fountain in Hyde Park

3. Repainting of the Peace Justice and Unity Mural

4. Restoration of bronzes

5. Reinstatement of Marconi Sculpture

On Track

5.S.1 Key Performance Indicators

City centre public life - Strengthen the City's public domain identity and create more places for meeting, rest and leisure

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Amount of footway dining in the city centre (total)	m2	2,621.86	2,827.78	2,600	2,581.5	2,575.06	2,601.8	2,765.45	2,765.45		On Track

Laneways reactivation - Reactivate Sydney's laneways as a vital part of public life in the City

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Laneways upgraded	No	12	6	-	0	0	0	0	-	Construction works to Penfold Lane and Hosking Place are underway. Other laneways capital works have been deferred to post delivery of light rail in George Street (2020).	On Track

6 Vibrant local communities and economies

6.1 The City is a network of distinctive Villages which provide places for communities to live, meet, shop, create, play, discover, learn and work.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Infrastructure improvements				
Deliver King Street Newtown Smart Poles Stage 3.	2015	100	Project complete. Works included footpath restoration, installation of smartpoles at five signalised intersections and lighting upgrade along King Street, between Newman Street and Missenden Road.	Complete
Deliver Darlington Village – Abercrombie Street.	2015	100	Upgrade works complete.	Complete

Major Programs	Progress To Date	Status
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Learning and Creative Programs

Provide nine library branches, two library links, programs, resources and outreach services to reflect the needs of diverse community.

Memberships

The number of total active members continues to trend upward to 53,375, an increase of 14,792 active members over the last year. This can be attributed to community interest in the new and enhanced collections and programs offered by the Library.

Library Visits

The Library recorded 1.07 million visitors during 2015/16 in comparison to 1.29 million in 2014/15. The 2014/15 visitation statistics serve as a benchmark going forward as the Library installed new people counters to enable more accurate figures.

Our decrease in physical visitation reflects the trend across NSW public libraries where visitations have reduced since 2010. This could be attributed to the increase in the range and number of items in our digital collections with its usage increased by over 100% in the last two years. Increasing access to a variety of digital library resources means that members don't need to physically visit the library in order to access our collection.

Collections

The Library's comprehensive collections of 418,624 items in 2015/16 seeks to meet the needs of the Library's diverse community and to support life-long learning.

The collections include books, audio-visual materials, music CDs, DVDs, talking books, toys, newspapers, Zines, a music streaming platform, magazines, eBooks, eMagazines, eNewspapers and electronic databases.

The Library's digital collections continued to grow during 2015/16 and digital collection loans have increase significantly from 41,016 in 2014/15 to 99,898 in 2015/16.

• eBooks

The Library holds a total of 10,590 eBooks and there is an average of 668 loans on those items each month. The eBooks collection feature a range of popular titles and authors from well-known publishers. The selection of ebooks includes titles for a range of ages and collections, such as Junior, Young Adult, and Adult collections.

• Zinio (eMagazines)

The Library subscribes to over 190 eMagazines titles on Zinio. eMagazines are well used with over 3,300 loans per month. On average over a 12-month financial period, there are 4,290 loans per month.

- Freegal (eMusic)

In June 2015 the Library purchased Freegal (eMusic) a music download/streaming platform that provides online streaming and downloading of music for library members. It provides access to over 9 million songs, including Sony Music's catalogue of artist. The collection is comprised of music from over 28,000 labels with music that originates in over 80 countries. There have been over 5,700 downloads and 18,572 streaming sessions since its launch in late December 2015.

- BorrowBox (eAudiobooks)

BorrowBox currently provides access to 2,318 eAudiobooks. eAudiobook users are increasing monthly. There are 593 users in June 2016 since its launch in mid-March 2016. There is an average of 1,035 eAudiobooks loans each month between April and June 2016.

- Library Press Display

Library Press Display offers instant access to over 5000 newspapers from 100 countries in 60 languages providing e-resources to diverse communities. In 2015/16 there was 4,776 downloads and 11,355 web views of this collection.

- Zine Collection

In 2015/16 the Library implemented and piloted a new Zine Collection at Surry Hills Library. The Library currently holds over 170 Zine titles. Zine titles are very diverse and unique, and are very popular with customers aged between 13 to 35. The collection is more of a browsing collection with loan statistics increasing over the last 3 months.

Loans

The number of loans (physical and digital items) over the past year has decreased overall in 2014/2015 by 63,000 to 1.18 million. Digital loans have seen a significant increase from 41,016 loans in 2014/2015 to 99,898 in 2015/2016 (144% increase).

Programs

During 2015/16 the Library has delivered a total of 1,449 programs for sessions (adult, user's education, children's and youth) attended by 47,482 people.

Place identity

Deliver Place Identity Activation in the City's villages

The City delivered a range of programs during the period including:

- Christmas in the Villages - workshop and retail window competition
- Asia On Your Doorstep - focused in Chinatown, includes a variety of activities to leverage Sydney Good Food Month
- Fashion Saturday (formerly Fashion in the Villages), part of Sydney is Fashion – over 200 businesses participated in the retail campaign and workshop series
- Rainbow Banners were displayed in Oxford Street for a total of 6 weeks in September/October 2015 and December 2015/January 2016.

On Track

Activities undertaken by Chambers of Commerce/Precinct Associations funded through the City of Sydney Grants and Sponsorship Program during the period include:

- Paddington Business Partnership – William Street Festival and Creative Corner
- Darlinghurst Business Partnership - DoDarlo
- Walsh Bay Precinct Association - Arts Table
- Glebe Chamber of Commerce – Parket and Glebe Street Fair
- Chippendale Creative Precinct Association – Beams Festival and Chippendale Walking Tours
- Pyrmont Ultimo Chamber of Commerce – Pyrmont / Mudgee Food and Wine Festival
- Potts Point Partnership - Kings Cross festival
- Newtown Business Precinct Association - Doing better business campaign

6.2 The community has the facilities, resources, capacity, confidence and resilience to adapt to changing circumstances.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Social Planning				
Develop a Social Sustainability Strategy	2016	80	The Social Sustainability draft Policy and Discussion Paper were publicly exhibited during March to May 2016. The public consultation generated a strong response and endorsement for the proposed vision, principles and strategic directions set out in the documents. The Policy has been finalised on the basis of the consultation outcomes, and will be brought to Council for adoption. The development of the accompanying Action Plan has now commenced. This will set out the suite of actions the City will take with a range of partners to deliver on the vision, along with an evaluation framework to measure and monitor progress.	On Track
Increase the supply of childcare places	2016	85	<p>Construction of 4 child care facilities is continuing. Three facilities are near completion and anticipated to be operational in the second half of 2016:</p> <ul style="list-style-type: none"> - East Sydney Early Learning Centre, a 60 place centre located at 277 Bourke Street, Darlinghurst - Huntley Street Early Learning Centre, an 80 place centre located on Huntley Street, Alexandria -The Crescent Early Learning Centre an 80 place centre located on The Crescent in Annandale <p>Waranara Early Education Centre, a 74 place centre located on Joynton Ave, Zetland is anticipated to be completed in the second half of 2016 and operational in early 2017.</p>	On Track
Implement the actions identified in the Inclusion (Disability) Action Plan.	2016	85	<p>Implementation of the City's Inclusion (Disability) Action Plan 2014-2017 is being overseen by the Inclusion (Disability) Advisory Panel. Highlights for 2015/2016 include:</p> <ul style="list-style-type: none"> • Appointment of 5 new members to the Inclusion (Disability) Advisory Panel • Development of guides for staff about communicating with people with disability and producing information in alternative formats such as Braille and Auslan. • Training for Customer service staff in receiving National Relay service calls • Development of an on-line accessibility map to assist people with disability plan their journeys in central Sydney • Rollout of a network of 2,100 tactile and Braille street signs • Ongoing consultation with the inclusion panel on development of new community facilities and City of Sydney Strategies including the Social Sustainability Policy and Climate Change adaptation Strategy • Survey of staff with disability and caring responsibilities that will inform the City in supporting this staff group. 	On Track
Community facilities planning				
Oxford Street Property Plan includes Foley Street upgrade.	2018	50	<p>The Property Plan's program of capital works for 2015/16 financial year includes works to two building blocks:</p> <p>62-76 Oxford Street (First Block)</p>	On Track

Base building regulatory, services upgrades and retail shell refurbishment for Foley Street fit for retail/commercial leasing. Construction in progress and works are scheduled to be completed in November 2016.

74-76 Oxford Street - structural works to floors, roof and building services on two levels. Construction in progress, works are scheduled to be completed in December 2016.

82-106 Oxford Street (Second Block)
98 Oxford Street will be split into two separate levels with basement known as 37 Foley Street. Both shops will be stripped out with a refurbished compliant retail shell fit for retail leasing. Works have been completed and final handover is expected in early August 2016.

Community Facilities Upgrades					
Deliver the Juanita Nielsen Community Centre upgrade.	2016	80	Feature concrete stair, gym and Out-of-School-Hours-Care (OSHC) concrete topping floor complete. Feature ceiling near completion. Final fitout to internal space in progress. Public domain works have commenced with new sandstone kerbs to Wilson, Nicholson and Dowling Street complete. Arbor structure installed in new OSHC outdoor play space. Latent conditions in public domain and inclement weather continue to cause delay on site.		Watch
Deliver the East Sydney Community and Arts Centre upgrade (previously known as Heffron Hall).	2016	75	External glazing installation commenced and nearing completion. Lift installation commenced. Internal services largely complete. Internal linings continue to be installed. Preparation for external cladding commenced. Focus now on demobilisation out of the Reserve to commence landscaping.		On Track
Deliver the Taylor Square Bike and Community Hub upgrade.	2016	-	The project outcomes have been achieved through City's initiatives, advocacy, programs and collaboration across all sectors. Therefore Council endorsed in principle the disposal of the property in February 2016.		Watch
Aquatics & Leisure					
Cook & Phillip Aquatic and Fitness Centre Refurbishment	2018	60	The scope of works are being finalised for a project in 2018/19.		Watch
Parks & Sports Fields					
Deliver Renwick St Playground upgrade	2016	50	Construction commenced 20 June 2016.		On Track
Deliver the O'Connell park upgrade	2016	100	Project complete.		Complete
Deliver the Elizabeth McCrea park upgrade	2016	30	Construction Request For Tender - August 2016		Watch
Deliver the Shannon Reserve park upgrade	2018	0	Design Consultancy request for quotation to be issued.		On Track
Deliver the Victoria Park upgrade	2017	30	Tender documents being finalised and to be sent out in early 2016/17.		On Track
Deliver the Hyde Park Plan of Management works.	2016	40	Package 1- Archibald Fountain Tree Planting works completed. Package 2 - Pool of Reflection Upgrade completed.		On Track

Package 3 - Path Rationalisation & Services in design development. 95% documentation under review.

Package 4 - Museum Station Works contractor negotiation underway.

Lighting Strategy - Costing and delivery strategy being developed.

Deliver the Harold Park works.	2016	60	The new open space at Harold park is currently under construction with completion expected in late 2016.	Watch
This project will redevelop Perry Park to create an active sports hub for the City South Area. Proposed works include construction of a new multi-purpose recreation centre.	2017	30	Project at tender report to Council in 2016/17.	On Track

Major Programs	Progress To Date	Status
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Aquatics & Leisure

Provide a diverse and accessible range of fitness and leisure programs that create opportunities for everyone to participate in a healthy and active lifestyle.	<p>This year the City continued to offer and support more than 70 exercise and fitness activities across the City's 13 staffed and partially staffed community facilities, as well as regular community venue hire for community groups to operate exercise and fitness classes. Programs are accessible to children and adults of all abilities, and range from popular sports competitions, to gentle exercise and advanced tai-chi classes. The City also provides gym facilities at the Juanita Nielsen Gym (currently located at the Mary McDonald Centre as the Juanita Nielsen community centre undergoes a refurbishment), King George V Recreation Centre and Pymont Community Centre.</p> <p>This year's highlights and activities include:</p> <ul style="list-style-type: none"> • 107,162 participants in sports competitions at KGV Recreation Centre, 15,159 gym visits, 2,166 attendances in programs for people with a disability and 2,100 attendances by people identifying as homeless in the Street Soccer program. Other events held at KGV saw 1,040 attendances at special sports events to celebrate Harmony Day, CrossFit Open, International Women's Day and Mental Health Month • 31,888 participants in sports competitions at Ultimo Community Centre and 31,871 attendances at other fitness and leisure programs at the Centre including casual basketball, table tennis, tennis coaching, dodgeball, Zumba & Tai Chi. A further 7,759 participants took part in programs including art, drawing, various dance groups, choir and over 5,611 people participated in cultural groups including Friends of Ultimo Community Centre, Fusion Culture Group and the Spanish Seniors Group • Approximately 20,000 attendances at Pymont Community Centre's Fitness Centre and 23,926 attendances at other fitness/leisure programs offered at the Centre such as Little Kickers, Karate, Basketball, Walking group, table tennis, Zumba & tennis • 2,130 children and young people attended recreational and health programs and 1,465 individual bookings were made for sporting activities at the Peter Forsythe Auditorium, with 780 (53.2%) organised by local community groups • 1,384 attendances at Tai Chi and fitness classes at the St Helen's Centre in Glebe. 	On Track
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Parks & Sports Fields

Provide a diverse and accessible range of fitness and leisure programs that create opportunities for everyone to participate in a healthy and active lifestyle.	The draft Recreation Needs, Sport and Community Needs Study was placed on public exhibition for community review and comment from 17 May to 1 July 2016.	On Track
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Social services and community capacity building

Provide high quality and adaptive community facilities, programs & services.	Social programs and services were offered to promote active, healthy living and connected communities. A total of 699,413 attendances were recorded at the City's 13 staffed or partially staffed community facilities, programs and events this year. 8,146 bookings were made by community groups for community venues with a total of 12,306 bookings taken across the City's 13 staffed and 25 unstaffed community facilities.	On Track
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Overall, 57,188 meals were provided in 2015-16 through both the centre based lunch program and Meals on Wheels. For the year, a total of 23,634 passenger trips and 741 community bus hires were completed.

Highlights in the delivery of social programs and services include:

- 350 participants took part in the “I Love Australia” event at Ultimo Community Centre. 100 people attended a Youth Week event, with a further 100 attending a Seniors Week event at the Centre
- 2,880 attendances at monthly Community Dinners at Pyrmont Community Centre with over 4,000 people attending the Christmas in Pyrmont event
- 135 young people and professional skateboarders enjoyed a pop up skate park outside the Peter Forsythe auditorium, with skateable structures & obstacles for all levels of skaters
- 30 people attended a networking night in Green Square to bring together residents, community groups and local business owners
- 120 community members and local business owners supported a Biggest Morning Tea event at the Cliff Noble Centre with over \$33,000 raised for cancer research at this annual event over the past 10 years. 50 people were involved in an intergenerational film program at the Centre in partnership with Weave Youth & Community Services
- 100 people attended a National Sorry Day event at Redfern Community Centre to acknowledge the stolen generation
- 58 members celebrated the 50th anniversary of the Ron Williams Centre
- 350 people attended the Seniors Christmas lunch at Town Hall, and more than 500 people attended the Redfern Family Culture Christmas Party
- 455 people attended 16 Strata Skills 101 workshops and 157 representatives of community organisations attended 6 Connect Sydney training workshops
- Over 43,000 people attended events held as part of the Living in Harmony Festival, Seniors Week and Youth Week this year, with events supported by 687 volunteers
- 308 free food hampers were delivered to Meals on Wheels clients for Easter and Christmas as both a festive gesture and a practical means of covering vulnerable people’s food needs over the public holidays.

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

The City continues to provide high quality education and care programs to children across the city.

On Track

Early childhood services have encouraged environmental sustainability practices across their services. A highlight was a visit to Alexandria Child Care Centre by ABC’s ‘Gardening Australia’ presenter Costa Georgiadis who taught the children about worm farms.

Hilda Booler and Broughton Street Kindergartens have been participants in the Early Learning Languages Australia (ELLA) Program, a pilot program which aims to teach children languages other than English using tablet apps.

Mothers were celebrated across the services in May as they were invited to morning tea and lunch events.

Middle childhood services continue to provide engaging programs for school aged children. Vacation care programs have included excursions to sites including Barangaroo and Clifton Gardens as well as participation in activities including horseback riding, swimming and archery.

The Middle ground project continues to support children in the Glebe community aged 9-14 years. The most recent project taken on by the group involved the development of a rap song which discusses key concepts including culture and a sense of belonging to the Glebe community.

Encouraging responsible pet ownership

Provide and promote free micro-chipping and discounted companion animal registration fees for pensioners. Work with other agencies to

In Q4, in association with the Cat Protection Society and Sylvania Vet Clinic (the current service provider for the Sutherland Shire Animal Shelter) the City provided subsidised desexing and free micro-chipping for the companion

On Track

promote pet desexing. Facilitate free dog obedience training courses for residents.

animals of residents who hold a valid pensioner concession or Health Care Card. The fee paid by the resident included transport to and from the veterinary clinic on the day of surgery. In Q4, 4 dogs and 19 cats were microchipped, and 4 dog and 23 cats were desexed.

The City also provided free registration for eligible pensioners' first animals, with heavily discounted fees for subsequent pets owned by the same person. In Q4, 35 animals were provided with discounted registration.

In Q4, the City's dog training program continued, 18 dogs and their owners graduated from the course. Since the inception of the dog training program in 2006, over 3075 residents and their dogs have completed the course.

Use of the City's parks and open spaces

Conduct proactive patrols to monitor the safe use of community parks and open spaces.

In Q4 the rangers and the Companion Animals Liaison Officer continued to conduct uniformed and plain clothed patrols of the City's parks and open spaces, to ensure dog owners were exercising their animals responsibly and all park users were able to enjoy the equitable use of the facilities. There were 1154 hours spent in Q4 on these patrols.

On Track

6.3 Local enterprise and employment opportunities are diverse and sustainable.

Major Programs

Progress To Date

Status

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 maintains a proactive and reactive monitoring program to manage fire safety, building compliance, late night trading premises and public health matters including boarding houses, backpackers, swimming pools (water quality), food premises and cooling towers. Any issues of concern are addressed with appropriate enforcement action where necessary to improve standards. The introduction of a risk based compliance program to more effectively manage compliance concerns across the City will improve response times thus providing improved customer service.

On Track

Local Business Planning

Support the development of small business capacity.

- Business 101 seminars - 12 held in 2015/16 attracting 1,102 attendees. Expert speakers share their learnings and tips across a variety of subject areas with existing and potential small business operators. This information is made available on the City's website after the event for those who could not attend.
- The City Business e Newsletter is produced bi-monthly with 2,445 subscribers and alerts stakeholders to opportunities and information.
- The Village Business Grants support a range of Chambers of Commerce and Business Precinct Associations and industry associations to deliver projects, seminars, workshops and events for their members and local businesses located in their areas.
- Australian Fashion Chamber was awarded \$40,000 for training seminars
- Music NSW was awarded \$30,000. MusicNSW will establish Sydney's Live Music Alliance, a collective of music industry representatives working closely together to strengthen Sydney's live music industry.
- Asialink Business was awarded a Knowledge Exchange Grant of \$30,000 for the Asia Insights Business seminar series, to assist local business to become 'Asia ready'.

On Track

6.4 Local economies are dynamic, robust and resilient.

Major Programs

Progress To Date

Status

Local Economic Development

Provide precinct and business partnership support to encourage small businesses to operate in main streets.

On Track

Intercept Surveys for Darlinghurst, Newtown and Redfern were conducted. A total of 2299 surveys were undertaken during the day and night across the three areas capturing visitor demographics and consumer behaviour. The results will inform City thinking, and provide local businesses with information to assist with plans to start or grow their business. The reports are published on the village profile pages on the City of Sydney website.

The City is undertaking research into the digital competency levels and needs of small to medium business in the City's LGA; what role the City can/should play in improving this and the possible options for action the City can consider.

The City also continued with the Small Business Friendly Councils program, run by the Office of the Small Business Commissioner with the objective of improving the City's procurement process for small business and regulatory challenges for musicians and venues.

Within the last 12 months the City has delivered 12 seminars, including:

- 11 x Business 101 Seminars
- 1 x ChinaConnect Seminar

Within these, the breakdown of content and attendance is as follows:

* Business 101 Seminars

Topics:

- 3 x were food and/or beverage related including Food Businesses & Outdoor Dining, Food Trucks and Liquor licencing
- 2 x targeted creative business industries
- 4 x focused on small businesses in general; and
- 2 x were tailored to Tech Startups

Statistics:

- Average attendance rate 100 per session
- Total attendance was 1,102

* ChinaConnect

- Topic: Culture awareness for businesses
- Statistics: Total attendees was 77

6.S.1 Key Performance Indicators											
Local economies - Develop and support local economies and employment											
Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Amount of footway dining in the Village Centres	m2	3,425.76	3,759.81	3,206	3,637.3	3,502.74	3,501	3,425.76	3,425.76		On Track
Libraries and learning - Provide equal access to information and knowledge to support a life-long learning culture for residents, businesses and visitors to the City											
Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		

Number of active library memberships	No	26,690	38,583	30,560	42,736	46,972	50,815	53,375	53,375	On Track
Total number of items accessed from Libraries (physical and digital)	000	1,122.43	1,124.25	1,280	287.3	282.93	309.45	303.29	1,182.98	Watch
Number of visitors to libraries	000	1,319.53	1,293.97	1,300	215.93	291.15	286.17	281.05	1,074.29	Watch

Children's services - Provide affordable, safe, stimulating and educational activities and programs for children to enhance their positive growth and development, and assist families in balancing workforce and community life participation

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Children supported through City of Sydney's Children Services	No	1,373	1,206	-	791	79	218	76	1,164	Overall, utilization of children's services has remained stable. Some children are attending services for more days per week, resulting in a small reduction in total number of children supported.	Indicator Only
Net increase in new child care places provided for under school age children across the City of Sydney, measured against June 2013 baseline (measured annually) - 4,502	No.	-	-	-	-	-	-	-	1,377	1,377	Indicator Only

Community health and well-being - Provision of quality recreational facilities and open space as places to meet, socialise and to engage in passive and active recreation activities

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	98.25	98.75	85	100	100	100	95	98.75		On Track
Area of parks and open space managed by the City of Sydney (measured annually)	ha	191.64	191	191	-	-	-	196.5	196.5	New parks include Sweetacres Park, Rope Walk (Stage 2), Wulaba Park, Linear Park, Woolwash Park (Stage 2)	On Track
Attendances at aquatic and leisure centres	000	1,568	1,420	1,300	326	415	364	235	1,340	A successful transition of operations to Belgravia Leisure was completed this quarter with minimal impact on customers as a result of comprehensive planning and resourcing. The full year result is derived from a continued strong performance of general attendances across the outdoor group, driven through strong programming at Prince Alfred Park that continues to exceed expectations, and a stabilising membership base at Victoria Park Pool. A continued decline in fitness and learn to swim membership categories was evidenced at both indoor facilities.	On Track

Social Programs and Services -
Support the community to improve access to services to reduce disadvantage and build relative equality, and try to fill gaps in service delivery on a needs basis

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total Number of Meals provided through Centre Based Meals and Meals on Wheels	No	59,826	56,911	-	14,720	14,461	13,128	14,879	57,188		Indicator Only
Total bookings by community groups using City Spaces	No	9,138	10,161	10,000	3,081	3,163	2,843	3,119	12,206	Attendance has increased this year with the availability of additional venues for hire.	On Track
Total overall attendance at City Spaces	No	726,962	708,707	720,000	184,666	174,978	165,951	183,949	709,544	The minor decrease in overall attendance is related to centre upgrade works	Watch
Percentage of people surveyed accessing City Programs and Services who report an increase in their connectedness to the community	%	88.5	90	-	-	89	-	82	85.5		Indicator Only
Percentage of people surveyed accessing City Programs and Services who report an improvement in their physical health	%	88.5	89.5	-	-	88	-	84	86		Indicator Only
Percentage of people surveyed accessing City Programs and Services who report an improvement in their social wellbeing	%	89	87	-	-	96	-	79	87.5		Indicator Only
Percentage of people surveyed accessing City Programs and Services who report they are satisfied with the service they have received	%	92.5	95.5	-	-	97	-	93	95		Indicator Only
Percentage of people surveyed accessing City Programs and Services reporting an increase in their skills and knowledge	%	91	91.5	-	-	92	-	81	86.5		Indicator Only
Percentage of people surveyed accessing City programs and services who report an increase in their confidence to make life choices as a result of the program	%	90	93	-	-	97	-	82	89.5		Indicator Only

Companion animals -
Support and educate the community in responsible pet ownership and assist residents to meet their obligations under the NSW Companion Animals Act

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Dogs and cats impounded (less is better)	No	211	176	-	28	51	61	50	190	In last 6 months (Q3/Q4) more dogs and cats were impounded compared with first 6 months (Q1/Q2) of the 2015/16 financial year.	Indicator Only

Animals reclaimed by their owners	No	59	55	-	16	22	32	13	83	In last 6 months (Q3/Q4) more dogs and cats were reclaimed by their owners, compared with first 6 months (Q1/Q2) of the 2015/16 financial year.	Indicator Only
Animals rehoused from the shelter	No	115	111	-	22	20	34	37	113	In last 6 months (Q3/Q4) more dogs and cats were rehoused from the animal shelter, compared with first 6 months (Q1/Q2) of the 2015/16 financial year.	Indicator Only
Animals euthanized at the pound and external Veterinary Clinics	No	26	6	-	2	2	3	1	8	In last 6 months (Q3/Q4) same number of dogs and cats were euthanised, compared with first 6 months (Q1/Q2) of the 2015/16 financial year.	Indicator Only
Dog attacks	No	135	126	-	33	31	29	35	128	In last 6 months (Q3/Q4) Rangers have dealt with the same number of dog attacks compared with first 6 months (Q1/Q2) of the 2015/16 financial year.	Indicator Only
Dog was subsequently declared dangerous or menacing	No	3	3	-	0	0	0	1	1	This financial year, only one dog was declared 'menacing' in Q4.	Indicator Only
Hours per quarter in parks on proactive inspections	No.	5,774	4,898	3,540	1,178	1,052	918	1,154	4,302	In last 6 months (Q3/Q4) there were less hours spent on park patrols compared with first 6 months (Q1/Q2) of the 2015/16 financial year.	On Track
Dog obedience courses held per annum	No.	4	4	4	1	1	1	1	4	In last 6 months (Q3/Q4) there were same number of dog obedience classes held compared with first 6 months (Q1/Q2) of the 2015/16 financial year.	On Track

7 A cultural and creative city

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Creative Public Domain				
Implement the Green Square Public Art Strategy	2017	50	Implementation of the Green Square Public Art Strategy is progressing with public art projects for the Drying Green Park and the former Royal South Sydney Hospital site under way and a tender for a public art project to connect Green Square now complete with five artists engaged in a concept refinement process with a final recommendation to be made this year.	On Track
Implement a City Centre Public Art Plan as part of City Transformation	2017	35	Implementation of the City Centre Public Art Plan as part of the city centre transformation is progressing with three artists selected, development applications are being prepared for two projects with a third currently being determined; installation needs to be coordinated with the Light Rail project. A brief for the next project, public art in laneways is now in development for release as an open expression of interest this year.	On Track
Develop a City of Sydney Events Strategy that also enhances the use of city streets and public spaces	2017	0	An Events Strategy will be developed as part of the Cultural Infrastructure Plan, with work to commence early in 2016/17.	Watch

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

Major Programs	Progress To Date	Status
Creative Participation Programs		
Provide direct cash grants and/or value in kind support to a range of cultural groups that foster active public participation.	<p>During the year, 79 Cultural projects were recommended by Council for a total of \$1,748,598 cash and value in kind. These projects were awarded through the City's Cultural and Creative Grants and Sponsorship, Matching Grants, Festivals and Events (Artform – less than \$30,000) and Knowledge Exchange Sponsorship programs.</p> <p>This includes support for: Milk Crate Theatre for the Stage Door Program, Street Library for the Street Library establishment project, Carriageworks Limited for Black Arts Market 2016, Playwriting Australia for their Indigenous Playwrights Program, Screen Culture Association for the Antenna Documentary Film Festival 2015, Accessible Arts for the Access and Inclusion Print Digital Campaign, Head On Foundation for the Head On Photo Festival and Music Australia for the National Contemporary Music Roundtable Conference.</p>	On Track
Deliver and support creative participation programs through Pine St Creative Arts Centre, libraries and community centres.	<p>The City is currently developing an evaluation strategy for the cultural policy. This incorporates existing data gathering by the City with independent research and the development of methodologies to fill identified knowledge gaps.</p> <p>To inform the delivery of a Cultural Infrastructure Plan, the City is undertaking research into cultural spaces and their impact. Through the period February to April 2016, the University of Tasmania conducted an extensive survey of the Live Music Sector as well as the Small to Medium Visual Arts Sector. In May 2016, this data was used to undertake a social and economic impact assessment, which will be released in the 2016/17 financial year.</p>	On Track

The City is undertaking a major mapping study of cultural infrastructure in Sydney's local government area. A survey is currently underway with a final report expected in the 2016/17 financial year.

The City has undertaken a pilot project with the Cultural Development Network to develop benchmark data on its activities, including use of libraries and infrastructure investment, in comparison to other Australian capital cities.

The City took part in the second World Cities Cultural Report, gathering data on its programs and services with reference to international cities.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Business Capacity Building				
Finalise and adopt the City of Sydney Cultural Policy and Action Plan	2014	100	Council adopted the City's Cultural Policy and Action Plan in August 2014 and implementation is underway.	Complete

Major Programs	Progress To Date	Status
Business Capacity Building		
Through the Commercial Creative Events Sponsorship Program, secure and support major events that deliver creative and economic outcomes for the City.	Through the Commercial Creative Events Sponsorship program, a number of key events supported by the City have taken place over the last year including Mercedes Benz Fashion Week (2016) and Vogue Fashion's Night Out (2015). The events supported through this program deliver significant benefits to city businesses, particularly those in the tourism, hospitality and retail sectors.	On Track
Implement the priority actions arising from the Cultural Policy and Action Plan	<p>The Creative City cultural policy and action plan was adopted in August 2014 and continues to be implemented. The City continues to provide advice, research and strategic support across the organisation through the delivery of grants, community facilities, creative spaces, planning and regulatory activities, information resources and projects.</p> <p>The City continues to provide support to the creative sector in navigating planning and regulatory matters. Support is provided to a wide array of cultural activities, including public events, new and existing venues, creative enterprises, not-for-profits and small businesses seeking to incorporate cultural activity. In 2015/16, advice has been provided to an estimate of 45 separate entities.</p> <p>In May 2016 Council awarded a Knowledge Exchange Sponsorship to Frontyard, a not-for-profit community arts organisation, to develop a collaborative consumption platform to encourage the exchange of appropriate hardware and tools for creative activity, including musical instruments. The Knowledge Exchange Sponsorship included an allocation for research into needs assessment, which will inform the City's policy development in the future.</p> <p>Council awarded a Knowledge Exchange Sponsorship to the National Association for the Visual Arts to undertake research into the social and economic value of the small to medium arts sector in Australia. The outcomes of this project will help the City advocate to other relevant stakeholders, such as the Australia Council and Arts NSW, for improved support for the small to medium arts sector.</p>	On Track
Implement priority projects from the Live Music Live Performance Action Plan	<p>The Live Music and Performance Action Plan continues to be implemented.</p> <p>25 actions (42%) within the Live Music and Performance Action Plan have been either completed, or have been commenced and are ongoing activities. Actions identified as commenced and ongoing include those that are not able to be considered projects with an end date.</p>	On Track

27 actions (45%) are currently in progress.

In the most recent Cultural and Creative Grants Rounds included over \$680,000 worth of cash and value in kind awarded to live music or performance organisations and projects, and a number of triennial grants awarded. The projects span a range of activities festivals and events, through industry and audience development projects to grassroots community music making activities.

7.4 The appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression is encouraged.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Eora Journey				
Continue work in support of a cultural centre and major event celebrating Aboriginal and Torres Strait Islander culture	2016	90	<p>The NAIDOC Week event took place on Monday 6 July 2015 in Hyde Park. The City supports the event through the awarding of a three year contract to stage the event. 33 Creative Pty Ltd are the successful management company. The management contract includes for the provision of cultural entertainment, hospitality and cooking demonstrations, interactive activities for children, cultural exhibits and a market place. Additionally the City supports the event through value-in-kind sponsorship of the venue hire and event related infrastructure,</p> <p>The estimated audience for the event was 7,500 people consisting of the Hyde Park lunchtime crowd, community members, international tourists, invited guests and representatives. The event featured a full program of live performances, workshops, Indigenous-themed food stalls, cooking demonstrations, an earth oven that offered samples of Indigenous delicacies, a Native plant nursery, the City of Sydney's Lawn Library with storytelling told by Elders, sports activities by NRL One Community Team and the Sydney Kings, and a marketplace promoting Aboriginal and Torres Strait Islander small businesses. The public was able to experience the world's oldest living culture through food, art, dance, music and ceremony.</p> <p>Planning for the 2016 event to be held on 4 July 2016 is well advanced with site plans, programming and headline entertainment all confirmed.</p> <p>The city continues to advocate for a cultural centre to be located in the local government area.</p>	On Track
Commission a series of permanent and temporary public artworks that elevate Aboriginal and Torres Strait Islander creative expression in the public domain.	2018	50	<p>The program is currently under way under the oversight of Curatorial Advisor Hetti Perkins with several public artworks now complete.</p> <p>A tender has been selected for the Monument for the Eora with an Evaluation Panel recommendation yet to go to Council. Artists have been shortlisted for the Redfern Terrace project. Tender selection process will be carried out in 2016/17.</p> <p>Consultation with the Aboriginal and Torres Strait Islander Advisory Panel, The Aboriginal and Torres Strait Islander community, the broader community and key stakeholders is ongoing.</p>	On Track

As part of the Eora Journey project, develop a plan to support economic development initiatives targeting the Aboriginal and Torres Strait Islander community

2016

95

Action Plan was endorsed for release onto public exhibition at Council on 16 May 2016. Exhibition period until 18 July, and following that will seek adoption by Council later in 2016.

On Track

Major Programs	Progress To Date	Status
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Eora Journey		
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<p>Complete and implement a Reconciliation Action Plan</p>	<p>The Reconciliation Action Plan (RAP) working group hosted the official RAP launch in Redfern Park (300 staff and community leaders attended); advisory panel met three times; support for Reconciliation Week included banners, Sorry Day at Redfern Community Centre and the Aboriginal and Torres Strait Islanders Veterans Commemoration Service at Yininmadyemi, collaborating with neighbouring councils, MediaRING and corporates to promote reconciliation.</p> <p>New park signs acknowledging country launched in collaboration with local schools; strategy to embed cultural protocols commenced; Welcome to Country at significant City events; Gadigal names adopted for Green Square community facilities and Sydney Park wetlands.</p> <p>Four new school-based trainees commenced; Eora Journey Economic Development Plan on public exhibition; sponsorship of National Indigenous Digital Excellence Summit at the National Centre of Indigenous Excellence (NCIE) and Yabun Festival hosted by Gadigal Information Services; ongoing program of activities in community centres and libraries.</p>	<p>On Track</p>
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7.5 The creative use of existing resources, institutional structures, new technologies, and the skills and experiences of our diverse communities has expanded the community's access to lifelong learning and knowledge sharing.

Major Programs	Progress To Date	Status
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Improving Access; Creating Markets		
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<p>Implement projects and initiatives to improve access to and support in developing creating markets that supporting access to cultural products and experiences.</p>	<p>The City has established a Cultural Regulation and Night Time Economy Planning Group to identify and deliver best practice regulatory frameworks for the cultural sector. This incorporates projects to improve the diversity of the evening economy, produce a temporary use license akin to that used by the City of Edinburgh.</p> <p>In March 2016, the City released its "New Ideas for Old Buildings: Creative Spaces and the Built Environment" discussion paper. This was on public exhibition until May 2016, receiving eleven written submissions and more than 50 survey responses. Feedback from the exhibition period is being used to establish better regulatory measures for supporting small to medium creative spaces.</p> <p>In April 2016, the City hosted an event with the Australian Institute of Architects to better understand the relationship between the built environment and creative enterprise.</p> <p>Following the above two projects, the City has commissioned the University of Technology Sydney to undertake a study and workshop, bringing together stakeholders across the built environment professions, to assess the risk profile of creative spaces and establish industry driven standards on acceptable compliance measures for small to medium creative spaces.</p>	<p>On Track</p>
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Sharing Knowledge		
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<p>Deliver an annual program which shares Sydney's history and heritage with the community.</p>	<p>This year, the City worked on a bank of historic images by precinct and theme for standard hoarding designs, a template design for standard historic hoardings, and bespoke designed historic-hoardings, such as at the Entertainment Centre. This work is being implemented through the new hoardings policy, making Sydney's history</p>	<p>On Track</p>
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larger than life and providing local history and site-specific encounters for the community. The work supports key actions in the cultural policy.

Historians have delivered 24 public talks throughout the year, reaching an audience of 3,025 people including students, historians and the general public. These talks have ranged from the history of Erskineville as part of the Sydney Fringe Festival and the history of Sydney's water as part of Art & About's Water Bar to presentations to university students enrolled in public history and museums study courses at Sydney University. Historians also participated in the Australian Historical Associations conference presenting the work of the City's history team.

Three events were presented for Heritage Festival in May: a talk about digital presentation of oral histories, a guided walk of Pyrmont exploring the oral histories embedded in the Port walk on the culture walks app, and a house history workshop. The house histories workshop was enthusiastically received with 140 participants learning how to make the most of the City's archival resources and furthering their personal research projects.

Historical advice to the public continues with 235 pieces of guidance and advice being provided throughout the year. Enquiries range from Aboriginal history, heritage and culture to family history, councillors and local government history. Historical peer review and advice to staff has increased with 141 pieces of advice provided to staff this year. This support enables staff and the community to expand their knowledge and continue in life-long learning.

The historical walking tour brochures and culture walks app are popular forms of public engagement with the city's history. There are currently 6,000 active users of the app each quarter. The Walk on Water tour was added to the app to coincide with the Water Bar Art & About installation at Paddington Reservoir Gardens. The app now has the ability to present a "feature walk" to highlight a new walk or a walk that is topical. This was unveiled in History Week. The addition of oral history excerpts into the walk Port, which guides people around the village of Pyrmont, was unveiled during Heritage Festival. This is an innovative way for people to encounter the memories of the city as recorded in our oral history collection through the experience of place.

Deliver an annual series of City Talks events and forums that share current ideas, issues and opinions on cities and urbanism.

In 2015-16, the City delivered 6 CityTalks events attended by 4,085 stakeholders and members of the public. We reached 2,884,303 Twitter accounts with almost 34 million impressions.

On Track

- CityTalks: The Politics of Climate Change

- International keynote Connie Hedegaard, former EU Commissioner for Climate Action & Chair of the Organisation for Economic Cooperation and Development Round Table for Sustainability
- attended by 200 stakeholders and 970 members of the public, a total of 1,170
- 30% new stakeholder reach
- 270 users sent over 400 tweets and created more than 5.5 million impressions
- besides our media partnership with the Guardian, we successfully negotiated and formed partnership with the Institute for Sustainable Futures, UTS, the Danish Consulate and EU Embassy
- Arranged meetings between Connie Hedegaard and State Government Minister Speakman, Blair Comley, representative for Minister Stokes, relating to climate change issues

- CityTalks: People First

- International keynote Mary Robinson, President of Mary Robinson Foundation – Climate Justice; former President of Ireland; former UN Commissioner for Human Rights; Member of The Elders
- attended by 229 stakeholders and 1,471 members of the public, a total of 1,700
- record breaking social media reach through Twitter – 1,037 tweets from 341 contributors reached out to close to 800,000 accounts with 11 million impressions
- besides our media partnership with the Guardian, we also successfully negotiated partnership with the University of Sydney

- (CityTalks Sydney equivalent) Towards Paris 2015 Business Summit with Connie Hedegaard
 - attended by 280 key stakeholders from various sectors - businesses, property, climate change and sustainability, consulates, local government, NSW State Government, government agencies, NGOs and universities, etc.
- CityTalks Sydney with Gloria Steinem
 - International keynote Gloria Steinem, Feminist icon, journalist, social and political activist
 - attended by 159 key stakeholders of which 60% are new stakeholders
 - despite being an invitation only event, we achieved extensive social media reach through Twitter – 1,105 tweets from 404 contributors reached over 880,000 accounts with over 10 million impressions
 - through collaboration with the Sydney Writers' Festival at which Gloria flew in to participate, we gained contact and successfully invited her to speak at our CityTalks Sydney event
- CityTalks Design: Liveable Cities – Australia's Light Rail Future
 - International keynote Thomas Richez, an industry expert who has worked on light rail projects in Paris, Bordeaux, Rheims, Tours and Orleans.
 - attended by 166 stakeholders from federal, state and local government, government agencies, transport industry groups, architecture and urban planning sectors, academia and the media. The audience were highly engaged and were able to learn from Thomas' considerable experiences
 - reached over 34,000 Twitter accounts despite being an invitation only event
- CityTalks Design: Greening Global Cities
 - International keynote Mitchell Silver, NYC Parks Commissioner
 - attended by 152 stakeholders and 458 general public, a total of 610
 - 32% new stakeholder reach
 - extensive social media reach through Twitter achieved – 593 tweets from 253 users reached over 400,000 accounts with close to 5.5 million impressions

7.S.1 Key Performance Indicators

Culture and creativity -

Support the creative and cultural life of the City

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Value of cultural grants approved by the City of Sydney (excluding the Major Festivals Grants)	\$ '000	1,012	1,211	-	587.8	688.46	444.78	27.55	1,748.59	Total value of cultural grants approved by Council through the cultural and creative grants program, Festivals and Events, Matching and Knowledge Exchange (excluding the Major Festivals)	Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No	121	176	-	219	169	185	105	105	105 organisations occupied 43 properties across the Creative Spaces Programs which include Oxford Street, William Street, AGP (cultural only), Short Term Creative Retail & Space Register and reduced rate venues. The variance between last quarters is due to transition into a new Oxford Street Program round with staggered commencement dates	Indicator Only

and three Accommodation Grants Program tenants vacating within this quarter.

Attendances at Art & About	No	37,000	45,434	-	-	63,259	-	376,027	439,286	The Terrace 3,620; Australian Life and Little Sydney Lives 357,995; Near Kin Kin 56,911; Games and Actions 1,500; More Human than Human Blade Runner 1,000; The Deep end Jaws 700; H2O Water Bar 3,500; TUT 14,060	Indicator Only
Number of artists supported	No.	-	-	-	-	-	-	2,147	2,147	Artists were engaged through a range of projects and programs: Art & About, Chinese New Year, Christmas, Capital Works, Mardi Gras, NAIDOC, Library Programming, The Great Strike Exhibition, Civic Collection Acquisitions, Pine Street Tutors and Exhibitions, Customs House Exhibitions, Sydney New Year's Eve and Culture and Creativity.	Indicator Only
Number of creative personnel supported	No.	-	-	-	-	-	-	3,312	3,312	Creative Personnel were engaged through a range of projects and programs: Art & About, Chinese New Year, Christmas, Capital Works, Mardi Gras, NAIDOC, Library Programming, The Great Strike Exhibition, Civic Collection Acquisitions, Pine Street Tutors and Exhibitions, Customs House Exhibitions, Sydney New Year's Eve and Culture and Creativity.	Indicator Only

8 Housing for a diverse population

8.1 The City has an adequate supply of housing to cater for the needs of the growing and diverse population.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Policy				
Using the position paper as a basis, develop a Housing Policy and Action Plan	2016	80	The draft Housing Policy and Action Plan is in development. This follows the public exhibition of the Housing Issues Paper from April to July 2015, the previous stage in the policy development process, which canvasses a series of issues relating to the key housing types and tenures required to sustain social and economic diversity in the city.	On Track

Major Programs	Progress To Date	Status
Planning		
Continue to review the City's planning controls	For each review of planning controls the City works closely with relevant stakeholders to reduce unnecessary barriers.	On Track

Land Supply		
Monitor the capacity of public land for residential development	<p>As at 30 June 2016 there were</p> <ul style="list-style-type: none"> 15,945 private residential dwellings approved or under construction in the city. 3,509 non-private residential dwellings approved or under construction in the city. 6,659 private residential dwellings lodged but not yet approved in the city. 1,364 non-private residential dwellings lodged but not yet approved in the city. <p>In the six months from January to June 2016, there were</p> <ul style="list-style-type: none"> 2,446 private residential dwellings completed in the city. 232 non-private residential dwellings completed in the city. <p>Total dwelling numbers are reported annually (financial year) as per the City of Sydney Housing Audit.</p>	On Track
Work with Central Sub Region Council's, State Government, the community housing sector and other key stakeholders to support housing diversity targets	We continue to work closely with inner city councils, state government and other key stakeholders to ensure an adequate and timely supply of land.	On Track

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

Major Programs	Progress To Date	Status
Planning		
Investigate planning controls to secure supply of affordable rental housing.	As part of the Central Sydney Planning Strategy, the City is proposing a new affordable housing levy. The levy is proposed to apply to new residential and non-residential development in Central Sydney to assist the supply of affordable and diverse housing for the city's key workers.	On Track

The City has also written to NSW Government seeking support to expand the existing affordable housing levy to other parts of the council area not currently covered by the levy. Planning controls for the Employment Lands encourage affordable housing through an affordable housing levy, permitting affordable housing in particular business zones and allowing potential site specific planning proposals where development makes appropriate contribution to infrastructure, including affordable housing.

The Employment Lands Affordable Housing Program guides the collection and distribution of funds resulting from the new affordable housing levy. The City is in high level discussions with a number of proponents in the southern employment lands to progress planning proposals that would include affordable housing. The City continues to look for other opportunities in the council area to provide affordable housing through site specific amendments to planning controls. Staff are also advocating for affordable housing in UrbanGrowth NSW urban renewal projects.

Urban Renewal

Identify opportunities for affordable housing in urban renewal areas	Two large sites have been identified with immediate prospects for 450 affordable and social housing dwellings and have been reported to Council in July 2016.	On Track
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8.3 The supply of social housing in the inner city is maintained or increased to provide for the needs of very low to low income households.

Major Programs

Progress To Date

Status

Homelessness Program

Advocate for and support programs that reduce long term homelessness in the inner city.	<p>The City continues to contribute funding of \$1.4M per annum to NSW Family and Community Services to fund three specialist homelessness programs to reduce the risk of and break the cycle of homelessness.</p> <p>In 2015-16 these services supported 327 people to exit homelessness and prevented 456 people from becoming homeless. This included:</p> <ul style="list-style-type: none"> • 46 people allocated a package of housing and support under the NSW Family and Community Services Connect 100 program • 456 young people under 25 prevented from becoming homeless • 184 young people under 25 who were homeless supported to access safe and stable housing • 97 adults sleeping rough successfully accessed stable housing with ongoing support with 240 people sleeping rough currently receiving support to access sustainable accommodation. <p>The City continues to take a leadership role in proving and coordinating responses to homelessness in the public domain. The City works in partnership with NSW Family and Community Services, NSW Police, St Vincent's Homeless Health, Mission Australia, Neami National, Launchpad Youth Services and other specialist homelessness services to reduce homelessness and its impact in key hotspot areas including Woolloomooloo, Wentworth Park and Belmore Park. The collaborative approach enables sharing of skills, knowledge and resources resulting in better outcomes for both vulnerable individuals and the wider community and assisted over 90 people sleeping rough to exit homelessness.</p> <p>The City has developed and delivered training on understanding homelessness to more than 100 internal and external stakeholders.</p>	On Track
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Safety and Wellbeing Programs

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

Pending the adoption of the Social Sustainability Strategy, work on the Action plan will resume.

Watch

A full range of activities to address social housing safety and well-being issues have been undertaken across the 2015/16 financial year. These include Social Housing Forums, the development of the Community Leadership Program being tailored for Camperdown, Woolloomooloo, Surry Hills and Redfern (in partnership with Tafe NSW), attendance and delivery of actions arising from the six local Neighbourhood Advisory Boards and other social housing working groups such as Redlink and events such as Pet Day and local Neighbourhood days,

8.S.1 Key Performance Indicators

Affordable housing - Protect existing affordable housing and facilitate new affordable housing in the City to provide for social, cultural, environmental and economic sustainability

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Affordable rental housing units resulting from affordable housing levy - Ultimo/Pymont (measured annually). Target at end of scheme (not specific date): 600	No	-	-	-	-	-	-	0	-	The affordable housing units for this program are delivered by City West Housing, a registered community housing provider. The money collected from the Ultimo/Pymont affordable housing levy is provided to City West Housing to purchase land and construct affordable housing dwellings.	Indicator Only
Affordable rental housing units resulting from affordable housing levy - Urban Growth NSW (measured annually)	No	-	88	-	-	-	-	0	-	No Urban Growth NSW projects completed in 15/16	Indicator Only
Affordable rental housing units resulting from affordable housing levy - Green Square (measured annually). Target at end of scheme (not specific date): 330	No	-	-	-	-	-	-	104	104	The affordable housing units for this program are delivered by City West Housing, a registered community housing provider. The money collected from the Green Square affordable housing levy is provided to City West Housing to purchase land and construct affordable housing dwellings in Green Square.	Indicator Only
Affordable housing units resulting from other (non-levy) means (measured annually)	No.	-	-	-	-	-	-	26	26	Project delivered in south Ultimo	Indicator Only

Homelessness - Prevent the incidence of homelessness through better service co-ordination, improved services, and advocacy. End chronic homelessness in the inner city by 2017.

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of people assisted to exit homelessness into long term housing as a result of a program supported by the City	No	28	18	20	96	99	73	59	327	This item now includes number of people exiting homelessness through collaborative multi-agency outreach efforts and through programs funded by the City.	On Track
Number of people who were prevented from becoming homeless through the City supported brokerage program	No	487	17	-	105	110	133	108	456	The City provides funding to Launchpad Youth Services to deliver a brokerage program. 456 young people were prevented from becoming	Indicator Only

homeless through accessing the brokerage services delivered by Launchpad.

Number of people sleeping rough in the LGA	No	346	365	-	-	352	-	486	486	Indicator Only
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9 Sustainable development renewal and design

9.1 The City is recognised for its leadership in sustainable urban renewal.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Sustainable Infrastructure				
Green Square Creative Centre, Community Shed & Matron Ruby Grant Park	2016	75	<p>Construction across the site is progressing with demolition nearing completion. The focus has been on selective demolition of internal walls in the Esme Cahill and Pathology buildings, while the Administration Building roof has been fully removed to make way for the new roof.</p> <p>The precinct has been formally named the 'Green Square Community and Cultural Precinct'. The Esme Cahill building has been named the 'Joynton Avenue Creative Centre', and the Pathology building the 'Banga Community Shed'.</p>	Watch
Green Square Aquatic Centre and Gunyama Park	2019	45	<p>Competition Design Refinement work is 100% complete. Schematic Design and Design Development is 95% complete. The development application (DA) was lodged in June 2016.</p> <p>Scoping report was endorsed by Council in February 2016. A Developed Design brief was presented to Councillors in March 2016. Procurement of the works to commence in early 2016/17</p>	On Track
Integration				
Develop sustainable infrastructure plans for urban renewal areas.	2016	95	<p>Concept designs of precinct infrastructure for Epsom, Lachlan and Ashmore are now complete.</p> <p>Concept designs for 906 Bourke Street Park, Garraway Park and North Rosebery Park are now complete</p> <p>Urban Design Study is now complete and design for park at 921 Bourke Street is about to commence.</p>	On Track
Program delivery				
Develop and implement Public Domain and Place-making Strategies for urban renewal areas.	2017	80	<p>Public Domain Plans for Epsom and Lachlan Precinct completed.</p> <p>Community engagement and community building programs continuing. Key negotiations with TAFE, Department of Education and Department of Health are continuing.</p> <p>NSW TAFE launched a Green Square pop-up facility in Green Square Town Centre on 22 June 2016</p>	On Track
Major Programs				
Advocacy				
Provide stakeholder input to sustainable development of Barangaroo, and Sydney International Convention, Exhibition and Entertainment Precinct.	Barangaroo:		-The Casino application has been approved by the Minister with some amendments	On Track

-The City is negotiating design of the public domain interface around the Control Tower with the Barangaroo Delivery Authority.

Sydney International Convention Exhibition and Entertainment Precinct:

- The City has reached agreement in principle with Sydney Water and Lend Lease for stormwater works on the corner of Hay and Harbour Streets.

Integration

Negotiate planning agreements for works in kind and land dedication	A planning agreement for the northern section of Gadigal Avenue, near Lachlan Avenue, has been secured with a small part being delivered by the City. The section of Gadigal Avenue just north of O'Dea Avenue is currently under construction by other developers. The Lachlan Street/Gadigal Avenue intersection is under negotiation with Roads and Maritime Services to determine delivery method. Planning agreements with all but two major landowners in Ashmore Estate have been completed to deliver works in kind and land dedications required to deliver new streets, parks and drainage.	On Track
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9.2 Our streets, squares, parks and open space serve the community's access, recreation and social needs.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Public Domain Infrastructure				
Complete and implement Public Domain Design Codes	2016	95	Sydney Streets Code was approved by Council and is being used by the City, developers and state agencies. Draft Signage Code has also been completed. Preparation of Parks Code is currently underway.	On Track
Continue the implementation of the Wayfinding Strategy	2016	45	Braille/tactile signage installation completed. Documentation packages for signage placement and messaging completed. Contractor appointed for supply and installation of flag, finger and pylon signage with prototyping and rollout expected to commence second half of 2016.	On Track
Public domain Furniture				
Continue to develop concept designs / prototypes for public domain furniture.	2016	90	Design development of park picnic bench and table seat is progressing.	On Track
Public Space Planning				
Review the City's previous Open Space and Recreation Needs Study.	2016	95	Draft Open Space Sport and Recreation Needs Study completed and placed on public exhibition.	On Track
Develop an Access Policy that provides guidance in standards of accessibility for works public domain and infrastructure works that are outside the Access to Premises Standards	2017	75	Development of the policy has continued and is informed by current Australian Standards and best practice information, in consultation with the City's Inclusion Advisory Panel.	On Track
Major Programs	Progress To Date			Status

Public Space Planning

Coordinate land acquisitions with infrastructure requirements in Green Square Precincts	Land dedication through voluntary planning agreements and acquisitions are ongoing in the Green Square and Ashmore precincts. Lands for public uses in the northern half of the Green Square Town Centre have now been formally transferred to the City.	On Track
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Coordinate development of infrastructure specifications for works in kind by developers in urban renewal areas.	Infrastructure specifications have been completed via concept designs for Lachlan, Epsom Park and Ashmore precincts. Developers are delivering land and infrastructure in accordance with these plans.	On Track
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9.3 The City is recognised for design excellence.

Major Programs	Progress To Date	Status
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Design Partnerships

Facilitate the Design Advisory Panel to provide expert advice on public domain, park projects and major development applications.	The Design Advisory Panel has met monthly throughout the past year and has provided expert advice and guidance on the City's major capital works projects as well as development applications submitted to Council for assessment.	On Track
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Use a variety of processes such as anonymous design competitions to enable innovation and opportunities for specific projects that allow for new design professionals to participate.	Two of the City's largest projects, the Green Square Library and Plaza and the Green Square Aquatic Centre and Gunyama Park, incorporated anonymous design competitions.	On Track
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9.4 The City's planning framework and implementation strategy ensures sustainable long-term growth.

Major Programs	Progress To Date	Status
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Stormwater Infrastructure Program

Implement Flood Studies and Floodplain Risk Management Plans (FRMP)	Woolloomooloo, Rushcutters Bay and Centennial Park – All plans adopted by Council in February 2016. City Area and Darling Harbour. The Floodplain Committee at the June 2016 meeting recommended that these studies be formally adopted by Council.	On Track
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9.S.1 Key Performance Indicators

Development assessments - Continually improve development controls and approvals processes

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Mean (net) assessment time to determine applications (DA & S96) - mean of 95% to meet target	Days	56	74.4	50	69.9	69.3	70.1	67.5	67.5	Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in number of applications for significant development and increase in appeals	Attention Required
Median (net) assessment time to determine applications (DA & S96)	Days	44	59	45	62	63	67	62	62	Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in	Attention Required

										number of applications for significant development and increase in appeals	
Mean (net) assessment time to determine notified applications (DA & S96) - mean of 95% to meet target	Days	60.5	79.7	60	83.6	81.6	82.6	80	80	Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in number of applications for significant development and increase in appeals	Attention Required
Mean (net) assessment time to determine non-notified applications (DA & S96) - mean of 95% within target	Days	28	33.9	30	38.5	36.5	36.1	34.8	34.8	Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in number of applications for significant development and increase in appeals	Attention Required
Mean time taken from lodgment of application to commencement of exhibition (DA & S96)	Days	11.5	13.2	14	12.7	13.3	14.4	13.9	13.9		On Track
Mean time taken from lodgement of application to refer to internal and external referral agencies (DA & S96)	Days	18.5	22.9	14	21	19.5	21.2	21	21	Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in number of applications for significant development and increase in appeals	Attention Required
Percent of outstanding applications (DA & S96) over 80 days	%	24.6	29	25	27.6	27.4	32.3	23.7	23.7		On Track
Mean (gross) assessment time to determine footway applications - mean of 95% to meet target	Days	52.1	60.7	50	51.6	55	54	59	59	Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in number of applications for significant development and increase in appeals	Attention Required
Average processing time for construction certificates.	Days	7.2	6.88	10	7.2	8.1	6	7.4	7.18	Construction certificates for the term achieved a mean average of 7.4 days. This was below the agreed target of 10 days.	On Track

10 Implementation through effective governance and partnerships

10.1 Organisational capability, planning and service delivery enables the delivery of Sustainable Sydney 2030 priorities.				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Monitoring and evaluation				
Collect and analyse data to populate the Community Indicators framework.	2016	95	Data has been incorporated into a draft 2016 Community Indicators Report and will be finalised shortly.	On Track
Major Programs	Progress To Date			Status
Organisational Planning				
Continue to deliver and enhance the IP&R framework to improve integrated long term planning and sustainability	A review of the City's Integrated Planning and Reporting documents, including the Operational Plan 2016/17 and Resourcing Strategy 2016 was completed, with the new documents being adopted by Council in June.			On Track
Implement and monitor priority actions within the Workforce Plan and plan for future workforce challenges.	The four-year Workforce Strategy is being progressively implemented. In 2015/16 progress has been made against all six strategic objectives including initiatives in diversity and inclusion, workforce planning, leadership capability and developing a mentally healthy and safe workplace			On Track
Implement and monitor priority actions within the Information & Communication Technology Strategic Plan.	Key actions have been completed including the development of a Cloud Due Diligence framework and a Data Governance Framework and Operating Model. Mobile Access Infrastructure has been completed to support developing business needs.			On Track
Implement and monitor priority actions within the Asset Management Strategy	The City continues to implement and monitor priority actions as outlined by the Asset Management Strategy. Details under section 10.3 - Asset Management of this report.			On Track
Service Delivery				
Develop and implement priority projects to improve the organisation's systems, processes and capability to deliver Sustainable Sydney 2030.	Service Reviews continue to drive business improvements. The City's Leadership and Management Capability Framework has been implemented to support capability development; and a revised Information and Technology Strategy has been developed to support digital service delivery and business development			On Track
Ensure that Councillors have access to relevant information and assistance to enable them to fulfil their obligations to lead, protect and serve the community.	Councillors receive regular information updates and comprehensive briefings on all current issues. In addition, the City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs.			On Track
Continuous Improvement				
Deliver the Service Review program to monitor efficiency and effectiveness across the organisation.	The Service Review Program to review efficiency and effectiveness across the organisation has been in place for 3 years. 29 reviews have been completed, representing approximately 38% of the identified services delivered by Council. We are investigating an evaluation framework to capture the benefits from the Service Review Program.			On Track
Monitoring and evaluation				
Collect, analyse and report annually data within the Community Indicators framework.	The data collection for the Wellbeing Survey has been completed with the data currently being cleansed and validated.			On Track

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

Major Programs	Progress To Date	Status
Community Engagement		
Support the City in delivering a high-value community engagement program to inform decision making.	Consultation took place with the community on the social sustainability policy and discussion paper, open space and sporting facilities needs study and action plan, Eora Journey economic development plan, Green Square projects, creative spaces and the built environment, alcohol restrictions, flood management, park and playground upgrades, street improvements, community gardens, naming proposals, and planning proposals.	On Track
Public Access to Information		
Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible.	The improved online Development Application (DA) search facility was launched in February 2016 to enhance public access to an important subset of high demand information.	On Track
Monitor compliance with privacy legislation to ensure that personal information held by the City is protected.	Governance has not identified any privacy non-compliance issues for the current period.	On Track

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Asset Management				
Continue the implementation of a corporate asset management system for the City's assets.	2016	100	The corporate asset management system currently contains 268,000 assets and serves 335 users across the City, The system now supports 100 mobile application users in Parks, Tree and Civil maintenance areas. Implementation continues in Trades and Cleansing and Waste units, Permanent Survey Marks, Alcohol Free Zones, Gross Pollutant Traps, Pavement Management and strategic planning capability.	Complete
Refine and revise long term asset management plans for critical infrastructure assets, including climate change impacts.	2016	100	Asset Management Plans for critical asset classes for Roads, Stormwater Drainage, Properties, Parks and Open Spaces updated and included in Resourcing Strategy adopted by Council in June 2016. The plans include long term sustainability modelling for the critical classes and are reviewed annually. High level risks for critical assets, including climate change, developed. Review of asset management policy and strategy commenced.	Complete

Major Programs	Progress To Date	Status
Financial Planning		
Continue to undertake business case analysis to model the overall financial implications of new major projects, programs and initiatives to ensure long term financial sustainability.	Ad-hoc financial analysis has continued through 2015/16, with a focus on both capital and net recurrent operational expenses, to understand the whole-of-life costs of all new projects, programs and initiatives.	On Track
Review existing development contribution plans and update with regard to current legislative provisions, to realise a reasonable and equitable contribution towards the local infrastructure needs of the community.	Complete. The City's Developer Contributions Plan 2015 was adopted and came into effect from July 2016.	On Track

Formalise a policy to articulate the financial circumstances and/or projects, where it would be appropriate to borrow funds to achieve inter-generational equity.	The City's Long Term Financial Plan now includes, as an underlying principle for financial planning, the use of debt and internal borrowing where appropriate. A borrowing policy is now being developed to articulate under what circumstances it would be appropriate to borrow longer term internal and/or external funds.	On Track
Rates		
Continue to review the opportunities within the current rating legislation, and to advocate for change, to improve equitable outcomes for all ratepayers	The City is still constrained by the current rating legislation from raising additional funds to support a growing community, however continues to optimise its existing rates base to ensure long term financial sustainability.	On Track
Strategic Property Management		
Manage the investment property portfolio to realise commercial returns and contribute to a diversified income base.	The City continues to make significant advancement most notably around data collection and analysis. The Strategic Asset Management Plan is annually reviewed and updated. A Property Strategy is being developed from the existing suite of property asset plans to strengthen alignment between the Community Strategic Plan and Delivery Program.	On Track
Fees and Charges		
Review the cost of delivering the City's major services to ensure appropriate fees and charges.	The City has commenced an activity based costing project to better understand the full service cost of delivering its functions, which will inform the adequacy of its existing fees and charges structure.	On Track
Procurement		
Ensure best practice procurement and contract management focused on value for money, minimised risk and improved sustainability.	Procurement continues to collaborate with respective business managers to ensure best value quality outcomes. Contract reviews are ongoing and key lessons learned are used to improve future specialised training requirements. Risks are assessed for each procurement with suitable mitigation strategies.	On Track

10.4 Strategic partnerships are developed and maintained to enable the delivery of Sustainable Sydney 2030.

Major Programs	Progress To Date	Status
Local and regional Government Partnerships		
Strengthen local and regional partnerships through consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community.	<p>The City has developed and strengthened local and regional partnerships through the delivery of events. In FY2015-16, we have fostered partnership through:</p> <ul style="list-style-type: none"> • CityTalks: The Politics of Climate Change & Towards Paris 2015 Business Summit with Connie Hedegaard - partnered with the Guardian, Institute for Sustainable Futures, UTS, the Danish Consulate and the EU Embassy • CityTalks: People First with Mary Robinson - partnered with the Guardian and University of Sydney • CityTalks Sydney with Gloria Steinem - collaborated with Sydney Writers' Festival • CityTalks Design with Mitchell Silver - collaborated with NYC • C40 Workshop - partnered with C40 and engaged with leaders from 13 world cities to workshop ways to improve energy efficiency, reduce emissions and tackle climate change globally • Progress post-Paris with Mark Watts - collaborated with C40 • Better Buildings Partnership Executive Dinner - collaborated with the partnership's member organisations • CitySwitch National Awards - collaborated with national program partners including North Sydney Council, Willoughby City Council, City of Melbourne, Adelaide City Council, City of Perth and NSW Office of Environment & Heritage • Social Housing Meetings - partnered with Housing NSW, NSW Police and Family & Community Services • Business 101 Seminar Liquor Licensing - partnered with NSW Office of Liquor, Gaming and Racing • Future Asia Business Summit - partnered with Westpac • Sydney's Resilience Journey Briefing - partnered with 100 Resilient Cities/Rockefeller Foundation 	On Track

State and national partnerships

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

The City continues its involvement in the Council of Capital City Lord Mayors with meetings held in Melbourne and participation by the Lord Mayor in the Federal Government's Cities Summit. The City also continues to engage with the Greater Sydney Commission and the councils within the Central District as the development of District Plans progresses.

On Track

International Partnerships

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

The City celebrated our 30th anniversary with our sister-city Guangzhou in 2016. To leverage from our international partnership with the City of Guangzhou, the City of Sydney led a 100-person delegation to deliver in-market events to showcase Sydney's business, education and cultural sectors. Through our Knowledge Exchange Sponsorship Program, the City funded 5 organisations to deliver these events: Sydney Symphony Orchestra; the University of Sydney, UTS; the Australia China Business Council and the 4A Centre for Contemporary Asian Art. Each program partner delivered a highly successful in-market event tailored to their key audiences in Guangzhou in May/June 2016.

On Track

10.5 The City is well governed and engaged in broader governance reform processes.

Major Programs

Progress To Date

Status

Governance Reform

Participation in state and federal Forums

The City continues to participate in NSW Government Forums, workshops and Taskforces on the implementation of light rail in the city, the CBD Entertainment Precinct, the development of a District Plan for Central District with the Greater Sydney Commission and UrbanGrowth NSW projects including Parramatta Road, the Bays Precinct and Central to Eveleigh. The City has engaged with the Federal Ministers responsible for Cities and his Department and the Lord Mayor attended the Cities Summit held in Melbourne in April 2016.

On Track

Policy Reform

Research and assess intergovernmental policy issues and make submissions to NSW State and Federal Government policy matters where appropriate.

The City has continued to make submissions to the State and Federal Government on matters impacting the City, our workers, visitors and residents. Some of those have included submissions on the Federal Government's Smart Cities Plan, the NSW Government's draft Strata Schemes Development Regulation 2016 and Strata Schemes Management Regulation 2016, their Innovation Directions Discussion Paper, Preliminary Consultation on North Eveleigh, the draft Darling Harbour Urban Form Strategy, and IPART's review of the Local Government Rating System,

On Track

Risk Management

Develop and implement a risk based and comprehensive Internal Audit plan for the City in accordance with the Internal Audit Charter.

The internal audit program has been aligned to the City's key executive risk profile. The internal audit plan is currently on track.

On Track

Implement and embed an integrated framework for Work, Health and Safety

The Safety Management System and supporting online systems continue to be implemented. In addition the City's Mentally Healthy Workplace Plan is in its second year of implementation.

On Track

Embed and integrate risk management principles into organisational decision making.

Risk management principles continue to be embedded into key corporate processes, including project management, procurement and contract management. The implementation of the risk management program includes risk assessments being conducted across all Divisions at strategic, operational, project and program levels.

On Track

10.S.1 Key Performance Indicators

Accountability and transparency

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications determined	No.	29	51	-	8	10	14	9	41	Negotiating informal treatment of relevant applications with applicants in order to streamline responses continues to reduce the number of formal access determinations.	Indicator Only
Public Interest disclosures received	No	-	-	-	0	0	2	0	2		Indicator Only
GIPAA Formal Access Applications received	No	33	106	-	29	33	53	30	145	There was a 37% increase in formal applications received compared to the previous year. A high proportion of applications (29%) were from legal firms most of which were seeking detailed information about road and footway maintenance, rectification and capital works, to gauge the likelihood of success of personal injury claims. The media made 8% of total applications.	Indicator Only
GIPAA Informal Access Requests received	No.	5,297	5,103	-	1,284	1,136	1,191	1,315	4,926	The volume of informal access information requests is high and has remained steady.	Indicator Only

Complaints Processes

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Complaints upheld regarding code of conduct (measured annually)	No.	-	-	-	-	-	-	0	-	There were no findings made that a Councillor breached the Code of Conduct in relation to the nine complaints received in the 2015/16 financial year.	Indicator Only
Complaints regarding corruption or maladministration by City staff upheld (measured annually)	No	3	2	-	-	-	-	3	3	Two of the three complaints were public interest disclosures.	Indicator Only

Workforce

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent (FTE) establishment positions	No	1,894.73	1,915.41	-	1,924.99	1,924.59	1,920.64	1,936.43	1,936.43	Positions are as budgeted.	Indicator Only
Vacancy rate (approved FTE positions)	%	6.86	6.3	-	6.7	6.3	6.2	7	6.55	Vacancy rate remains stable.	Indicator Only

Lost time injuries	No	33	35	-	13	5	9	7	34	Lost time injuries remain stable.	Indicator Only
Staff in formal further education (measured annually)	%	6.28	6.1	5	-	-	-	9.3	9.3	178 members of staff were enrolled in formal further education in 2015/16. Formal further education is defined as courses of education or training that are administered by a registered public or private educational institution and that provide the employee with a recognised qualification. Prior years' figures referred to the Higher Education program only, which is just one of the schemes offered by the City to support formal further education for staff. Other schemes now included are apprenticeships and traineeships that result in a formal qualification as well as TAFE level qualifications.	On Track

Customer service

Key Performance Indicator	Unit	2013/14	2014/15	2015/16	2015/16 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Calls received by customer call centres.	No	242,799	240,464	-	56,896	53,654	53,765	52,976	217,291	For reporting year 2015/16, 217,291 calls were answered by the City's Contact Centre; a decrease of 9.4% when compared to the previous year (2014/15)	Indicator Only
Calls answered within 30 seconds (20 seconds for prior years)	%	80.86	78.67	80	65.5	70	67	68	67.63	For the reporting year 2015/16, Grade of Service finalised at 68% and did not meet the target.	Attention Required
Calls completed at first contact	%	80.82	81.03	70	81	83	83	83	82.5	For the 2015/16 reporting year, 82.5% of calls were completed at first contact; which exceeds the 70% key performance indicator.	On Track
Customer requests received.	No.	113,480	128,435	-	33,651	44,750	41,389	38,797	158,587	For the 2015/16 reporting year, 158,587 customer requests were received. This is an increase of 23% when compared to the previous year (2014/15).	Indicator Only
Customer requests actioned within agreed service standards.	%	92.25	90.25	95	85	93	95	94	91.75	For the reporting year 2015/16, 92% of customer requests were actioned within the service standards. This figure is within tolerance of the 95% target.	Watch