

2012/13

CITY OF SYDNEY CORPORATE PLAN Q4 REPORT



city of villages



This attachment contains quarterly performance report against the Corporate Plan 2012-2015.

City of Sydney operations are set out under the 10 strategic directions of *Sustainable Sydney 2030*. The 10 strategic directions are the principal activities of the City of Sydney's Corporate Plan. Each strategic direction contains:

- Programs and projects are set out under the objectives as identified in *Sustainable Sydney 2030*
- Key performance indicators are grouped according to the outcome to which they contribute.

The progress of each project, program or performance indicator is shown by a 'traffic light' under the 'status' column on the far right side of each page. These are:

- **On track** – everything is on track
- **Watch** – the item is slightly off track and will be watched to ensure it improves
- **Attention** – the item is very off track and needs remedial action
- **NPA** – this item has no planned activity for the quarter

City of Sydney – Corporate Plan

Q 4 Report 2013

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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.P.1 Plan for growth and change in the city centre

Major Projects	Completion Date	% Complete	Progress To Date	Status
City Plan				
Complete the City Plan (LEP & DCP) with provision for growth targets. Completion is subject to approval from the NSW Department of Planning.	2012	100	This project is complete.	Complete
Conduct a review of the planning controls for Central Sydney to ensure adequate capacity for jobs growth.	2012	30	<p>The following tasks are under way to support the Central Sydney Review:</p> <ul style="list-style-type: none"> - Capacity Study. - Urban Design analysis. - Tourist and Visitor accommodation supply and demand study. <p>The Office Tennant and Investor Study is complete and will be reported to Council and the CSPC later this year.</p>	On Track
Open Sydney				
Develop Open Sydney, a long term and wide reaching policy and action plan for Sydney's night time economy	2013	100	<p>In August 2012 the City completed a public consultation on the final draft of the OPEN Sydney strategy and action plan; the City's long term vision for Sydney at night, with the aim of creating a world-class, diverse, well-governed and most importantly safe city at night.</p> <p>In February 2013, the Council endorsed the 17-year strategy and action plan and the City hosted an OPEN Sydney sector roundtable to present the final strategy to key stakeholders.</p> <p>Work is almost complete on the implementation plan and this will be presented to the sector roundtable in November. Of the 251 actions contained in the OPEN Sydney action plan, 54% are in progress or complete.</p> <p>Highlights of work for 2012/2013 include:</p> <ul style="list-style-type: none"> Moveable Feast Food Truck event in October 2012 Establishment of the Live Music Taskforce Measuring Australian cities Night Time Economy report published in May 2013 New night time bus services for Kings Cross Pre-pay taxi trial and launch of the taxi app Later trading tourist information kiosks Time Out Small Bar and Public Art guide 42,000 downloads of the Sydney Food Trucks app Increased late night library programming Trial of Office of Liquor Gaming and Racing's Environment and Venue Assessment tool for new liquor licence applications in the City of Sydney 	Complete

			<p>Extension of the liquor freeze in Kings Cross and Oxford Street</p> <p>Halving of outdoor dining fees and a new LEP to make outdoor dining easier</p> <p>Over 500 people attending the City's business seminar series</p>	
Develop precinct operational plans to improve overall functioning of the City at night	2015	100	<p>The City has been working closely with State Government on the Kings Cross Plan of Management and had responsibility for delivering a number of actions under the 'Places and People' section of the plan. The majority of these actions were delivered as part of the City's summer 12/13 programming and include;</p> <p>Deployment of Precinct Ambassadors</p> <p>Installation of temporary toilet facilities</p> <p>Installation of variable message signage with public information</p> <p>A compliance "hot" team based in the Kings Cross Neighbourhood Service Centre</p> <p>Late night operating of the new Tourist Information Kiosk</p> <p>Installation of new street litter bins</p> <p>Five new way-finding and destination plinths to better find transport infrastructure.</p> <p>The City advocated to State Government for a number of actions that were included in the Kings Cross Plan of Management, these include;</p> <p>Extension of the liquor freeze</p> <p>Creation of a small bar licence</p> <p>A wind-down hour for licensed premises</p> <p>Increased night time transport options</p> <p>Introduction of precinct-wide banning orders (currently in draft legislation)</p> <p>Introduction of a linked ID scanning system for all Kings Cross venues (currently in draft legislation)</p> <p>The City also secured \$200,000 of federal funding to improve safety and security at the Bayswater Road taxi rank by upgrading the street lighting, installing a dedicated taxi rank CCTV camera and improving the signage and way-finding.</p> <p>The City works closely with all the liquor accords and attends all liquor accord meetings across the city. This year staff have worked with the chairs to help them develop strategies to address the negative impacts of alcohol. The City awarded the Kings Cross Liquor Accord a \$50,000 grant to develop bespoke training for front-line staff working in Kings Cross.</p>	Complete

1.P.2 Strengthen globally competitive clusters and networks and develop innovative capacity

Major Projects	Completion Date	% Complete	Progress To Date	Status
Economic development strategy				
Prepare a comprehensive economic development strategy and action plans to guide local development and promote growth in a range of business sectors including Retail, Tourism, Creative Industries, Education, Local Economies and, International Engagement.	2012	100	A draft Economic Development Strategy has been prepared for consideration by Council.	Complete
Develop Action Plans to promote growth in the Green Economy and Finance & Business Services sectors.	2015	0	Preliminary investigation has commenced in order to understand the extent and nature of the green economy, a precursor to the development of an action plan for the sector.	On Track
Implement priority actions from the Retail Action Plan that focus on delivering a quality experience in the City and Villages, building	2015	20	Major initiatives for the year include the delivery of the Sydney is Fashion campaign in August and September, promotion of retail at Christmas and in a	On Track

business capacity, removing barriers for business and improvement of communication with and between businesses.

special mandarin edition of Harpers Bazaar to celebrate Chinese New Year, the development of a strategy to deliver enhanced retail opportunities at Christmas, production of "How to" guides to help new businesses enter the sector, and working with the sector to leverage the large number of business and leisure visitors to Sydney.

Develop a strategy for growing the impact of Christmas in the City as part of the Retail Action Plan.	2015	50	The development of a strategy to position Sydney as a destination for Christmas has progressed. Extensive engagement has taken place with the business community during the development of the strategy and new commercial partnerships are being formed in order to deliver new elements of Christmas.	On Track
Implement priority actions from the International Engagement Action Plan. Deliver an annual program to assist Sydney businesses engage with China, including a Chinese New Year Business Forum.	2015	20	Highlights of the year include the delivery of the Chinese New Year Business Leaders lunch involving local businesses and government and business representatives from Shenzhen; sponsorship of Sydney University for the annual Sydney China Business Forum; and the successful delivery of a pilot program "China Connect" designed to assist retail and hospitality businesses to engage with Chinese visitors.	On Track

Floorspace and Employment Survey

Analyse and report on the results of the five-yearly Floorspace and Employment Survey of the local government area.	2012	98	Data Consolidation for the Floor Space and Employment Survey was completed in May. The validation of the data was undertaken on a Village by Village basis, and was completed for all ten Villages in June. Summary reports for 8 of the 10 Villages have been completed in draft format, with Chinatown and City Centre North nearing completion. The Local Government Area and City Centre (Precinct) will follow. Results indicate that employment grew between 2007 and 2012 in 9 of the 10 Villages, and that the total employment growth was 51,633. Twelve of 19 City-Based Industry sectors recorded employment growth. The number of businesses grew by 2,062. Reporting of Industry Sectors will continue through the year.	On Track
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Major Programs	Progress To Date	Status
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Economic Research

Support a diversity of businesses in the City through the provision of advice to Chambers of Commerce and provision of economic research data and City land use and floor space information.	<p>The City continues to actively work with business communities, chambers of commerce and business partnerships to deliver local economic development initiatives. Specific projects this past year include -</p> <ul style="list-style-type: none"> - Shop Local campaigns, directories and market days in Pyrmont, Forest Lodge, Potts Point and Darlinghurst. - Love Surry Hills - a photographic competition in May/June that engaged local businesses and which attracted 140 entries. - The Main Drag - a retail promotion for Darlinghurst to increase visitation to local retail stores during Mardi Gras. - Asia on your Doorstep October 2012 achieving 65 participating Chinatown businesses and national and international publicity. - New Chinatown App & 63 New Chinatown Banners for George Street to assist in wayfinding of Sydney's Chinatown. - Kings Cross Festival: A 5 day festival achieving visitation of 30,000 and participation of 50 local businesses. - Pyrmont Festival of Food Wine & Art: A ten day festival achieving visitation of 25,000 and participation of 30 local businesses. - Walsh Bay Arts & Commerce - two Arts Dinners held within the financial year - October and March - with average 400 attendance. - Oxford Street - Stakeholder and Property Owners Forums held in the year. - Oxford Street - Ongoing liaison with businesses and property owners, audit of businesses, business & intercept surveys prepared. 	On Track
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City of Sydney Business Awards

Encourage business within the City to improve sustainable outcomes and reward best practice through the annual City of Sydney Business Awards	Marketing campaigns for the following programs delivered: - Let's Talk Business annual program of business seminars completed for the year with over 100 attendees at each - 101 Business Workshops becoming very popular and addressing a wide range of issues primarily for start-up businesses - China Connect seminar on 25 June attracted 165 attendees - relaunch of CitySwitch energy efficiency program brand and website to support commercial tenancies in their energy efficiency activities - small business bi-monthly column in local newspapers.	On Track
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1.P.3 Plan for city south growth including Sydney Airport and ports

Major Projects	Completion Date	% Complete	Progress To Date	Status
Industrial Lands Study				
Conduct an Industrial Lands Study to support City South growth.	2013	70	The draft Employment Lands Study and Strategy was reported to Council to endorse its public exhibition in May 2013. The public exhibition period is now closed and submissions are currently being considered. The final Employment Lands Strategy, together with draft planning controls, will be reported back to Council in 2013 for endorsement and public exhibition.	On Track

1.P.4 Strengthen business competitiveness

Major Programs	Progress To Date	Status
Local Economic Development		
Support a diversity of businesses in the City through assistance with developing business precinct plans and providing business partnership grants programs	Eight Village Business Partnership Grants were approved over the financial year, totalling \$628,990. The applications were accompanied by Business Plans for the respective village precincts,	On Track
Provide dialogue about demographic, business and economic development information to existing businesses through representative groups of local business precincts	2011 Census data, including forward estimates of population growth and change is now available on the City of Sydney website.	On Track
Support the Retail Advisory Panel.	The Retail Advisory Panel continues to meet with one meeting held during Q3, a total of three meetings for the year.	On Track

1.P.5 Enhance tourism infrastructure, assets and branding of the city

Major Projects	Completion Date	% Complete	Progress To Date	Status
Sydney New Years Eve				
Deliver Sydney New Year's Eve 2012 celebrations as part of	2013	100	2012 Sydney New Year's Eve debrief and consultation process is now complete.	Complete

increasing awareness of Sydney as a tourist destination.

Positive feedback on many aspects of the event including accessibility, creativity and particularly the inclusion of jet skis in the fireworks was received. Work undertaken in 2012 to address crowd management issues in the City Centre was largely effective.

Conduct an Economic Impact Study for New Years Eve.	2013	75	Draft report showed limitations in data relating to private residences, commercial buildings and residential hotels that have a view of the fireworks. This is being addressed with the assistance of the City's geospatial team with the revised draft report now due in August.	Watch
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Christmas in the City

Deliver 2012 Christmas in the City events	2012	100	Despite inclement weather, the Martin Place Concert and Tree Lighting on 24 November attracted 6,000 people; with a further 200 people attending Christmas on the Green in Hyde Park. Choirs in Pitt Street Mall immediately after the concert were very successful and will be developed in future years.	Complete
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Chinese New Year

Effectively deliver 2013 Chinese New Year Festival	2013	100	See comments below.	Complete
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Major Programs

Progress To Date

Status

Christmas in the City

Develop and enhance the Christmas in the City program as a celebration of Sydney Christmas through the development of new partnerships	The Sydney Christmas program will be expanded with the introduction of a program to donate unused musical instruments which will then be used to assist with the charity's programs.		On Track
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Chinese New Year

Develop and enhance the Chinese New Year Festival as a significant local and international celebration of cultures that observe Lunar New Year	<p>The 2013 Sydney Chinese New Year Festival was the most successful to date. Media coverage of the Festival reached an Australian audience of 37.7 million including 366 stories in Chinese print, radio and television and more than 60 stories in local Korean, Vietnamese and Japanese media. International media coverage was monitored in China, Hong Kong, Taiwan, Korea, Japan, Vietnam, Canada, France, Germany, Italy, Serbia, Spain, the United Kingdom and the United States.</p> <p>The Festival's official Chinese delegation from Shenzhen featured with performances and a food stall at the Launch and Markets, as well as 242 performers in 4 groups at the Twilight Parade. Three other overseas groups attended the Parade, with two groups from China and 1 from Korea totalling 110 people. The local community was well represented in the Parade, with 27 Chinese community groups totalling 1,142 people, 16 Korean community groups totalling 480 people and one Vietnamese community group totalling 50 people. With the inclusion of City of Sydney floats and performers, there were a total of 2,692 performers in 103 groups in the Parade, an increase of 30 groups from the previous year.</p>		On Track
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Promoting Sydney

Work with the NSW State Government on initiatives to promote Sydney, and with Business Events Sydney to attract international conferences to Sydney. Provide assistance and advice to businesses to put in conference bids	The City continues to work with Business Events Sydney to secure major business events for the city. An investment of \$1.5 million to help secure events in the years 2014-16 was approved by Council during the year. The City is working with the retail sector to assist them to engage with business delegates while they are in Sydney.		On Track
Partner with the State Government to implement a master events	All contracted marketing support activities for musical theatre fully delivered. Apart from the standard suite of		On Track

calendar and provide support for festivals coordinated by Destination NSW and Events NSW, including Vivid, Crave musical theatre support programs and seasonal campaigns

marketing support through the banner program, What's On, visitor information kiosks and editorial opportunities, of particular note were:

- Inclusion of Legally Blonde in the Sydney New Years Eve broadcast and pre-event promotion on Channel 9
- The Addams Family opening night party at Sydney Town Hall
- Legally Blonde cast appearances at the QVB shopping centre
- The Lion King character appearance on top of Sydney Opera House to promote the ticket launch

Marketing support for Vivid included a major banner campaign, online marketing support, and on-ground event operational support.

Provide support and sponsorship to identified major events, activities and organisations in recognition of their significant contribution to the social, cultural and economic life of Sydney.

The City has worked closely with our major festivals this year to prepare for their major events. This support has enabled the festivals to work closely with the City's economic, social and environmental teams to enhance the cultural outcomes for these significant events.

On Track

City of Sydney hosted 4 local primary school children and one interstate child at the City New Year's Eve Fireworks event as part of a school attendance incentive program. Participants commented on the difference this incentive program had made to their school year and were very excited by the opportunity to be part of this significant major event and to see the fireworks from one of the best vantage points in Sydney.

The City approved 271 grants for projects that contributed to the social, cultural and economic life of the City. These projects include The Screen Producers Association of Australia's Business Classes to support the local industry to negate issues that affect the local industry, Sydney Gay and Lesbian Choir to deliver a community singing program in association with the City's Over 55 program and a 10 day Science Festival coordinated by a team from UTS, ABC, TAFE and the Powerhouse.

Our Major Festivals all delivered successful events in 2012/13 and most reporting increases in attendance. Of particular interest Sydney Biennale increased their audience by 30% and Sydney Film Festival reported a 17% increase from their previous events.

Enhance Visitor Information Services to promote Sydney attractions and events and assist visitor orientation and movement around the city

Overall, the enquiry volumes across the Tourism Information Kiosks increased from 117,401 in 2011/12 to 135,242 in 2012/13, an increase of 15%. The additional volume can be attributed in part to the opening of new kiosks in Haymarket and Kings Cross. Visitations declined at Circular Quay by 19% and Town Hall by 16%.

On Track

The Meet and Greet program for international cruise ships ceased for the season in May 2013, with the program starting again later in the year for the summer. Over 47 ships were serviced, with each meet and greet lasting approximately 3 hours. Over 7,800 passengers were engaged over the entire program with 4,129 maps and 1,578 official guides given to passengers. Overall feedback from passengers was again very positive about the quality of the service.

Implement priority actions from the Visitor Economy Action Plan; enhancing the quality of visitor experience in Sydney, strengthening partnerships to promote Sydney and encouraging the development of tourism products and infrastructure.

Major initiatives for the year include the Welcome to Sydney program - meeting cruise ship passengers at the Overseas Passenger Terminal and in collaboration with Destination NSW, creating a DVD for passengers to view prior to their arrival in Sydney. Preliminary work has commenced to examine the City's planning controls and their relationship to hotel supply in response to the action in the NSW Government's Visitor Economy Taskforce report. Visitor information services and delivery of marketing campaigns continued throughout the year.

On Track

Develop a marketing and communications strategy to support Tourism Action Plan, including visitor information servicing model

Tourism marketing support for the year has focussed on positioning of Sydney's major events as visitation drivers, in particular:
- Sydney New Year's Eve through the international tv and online broadcast
;- Chinese New Year with the production of 30,000 custom published Chinese language editions of Harpers Bazaar, specifically for inbound Chinese visitors during Chinese New Year
;- All four of the major events are featured on the cover of Where Magazine, circulation 13,667 per week and placed in all major hotels throughout the city.

On Track

Primary publications for visitor information continue to be Slices of Sydney for the villages; Sydney, The Official Guide for general Sydney visitation with a focus on the city centre and the City's What's On website and supporting enewsletter promoting event activity in the city to 27,500 subscribers.

1.S.1 Key Performance Indicators

Brand Sydney - Sydney is a destination for international visitation for business, tourism and study

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Estimated attendance at Christmas Concert in Martin Place	No	8,000	6,000	8,000	-	8,000	-	-	8,000		On Track
Estimated attendance at New Year's Eve celebrations in the City	M	1.5	1.5	1.5	-	1.6	-	-	1.6	While a slight decrease of numbers was noted in the city, a corresponding increase was noted in suburban vantage points.	Indicator Only
Estimated attendance at Chinese New Year parade	No	100,000	100,000	100,000	0	0	100,000	0	100,000		On Track
Value of grants to major festivals and events	\$	-	3,474,266	-	5,245,469	901,500	160,750	212,125	6,519,844		On Track

2 A leading environmental performer

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

2.P.1 Increase the capacity for local energy generation and water supply within city boundaries

Major Projects	Completion Date	% Complete	Progress To Date	Status
Decentralised Energy Master Plan				
Lead and facilitate the implementation of the Decentralised Energy Master Plan and the creation of low carbon zones within the City of Sydney.	2014	90	Decentralised Energy Master Plan - Trigenation has been updated to account for public submissions and will be considered by Council to endorse as final. Draft Decentralised Energy Master Plan - Renewable Energy has been completed and will be considered by Council to endorse for public exhibition.	On Track
Develop a Demand Management Plan based on establishing energy efficiency (peak and total) targets for sectors of the local government area	2012	20	Preparation of an Energy Efficiency Foundation Report has commenced. This will form the Technical Appendix of an Energy Efficiency Master Plan to be completed in 2013/14.	On Track
Install trigeneration at Town Hall House, and the City's community facilities and aquatic centres, where feasible	2014	50	Council resolved at its meeting of 24 June 2013 not to proceed with a contract with Cogent Energy for the provision of Trigenation services to the LGA, and to pay the design costs incurred by Cogent up to an agreed cap. Council endorsed a revised strategy for the delivery of decentralised energy, including Trigenation.	Watch
Advocate for the installation of trigeneration at all urban renewal precincts, where feasible and in accordance with the decentralised energy master plan	2014	60	Installation of green infrastructure is being actively facilitated at all urban renewal precincts including Barangaroo, Central Park, and Sydney International Convention, Exhibition and Entertainment Precinct, and City Transformation Light Rail project.	Watch
Decentralised Water Master Plan				
Finalise the trigeneration, renewables and decentralised water master plans.	2013	90	Decentralised Water Master Plan endorsed by Council last quarter and the Trigenation Master Plan this quarter, following update to take into account public comments. The draft Renewable Energy Master Plan was endorsed for public exhibition this quarter, with comments from the public to be sought next quarter.	On Track
Implement priority actions from the Decentralised Water Master Plan, including Green Square and Sydney Park projects.	2015	20	A contract with the preferred company for the provision of recycled water services at Green Square Town Centre has been finalised. A comprehensive implementation plan to complement the Master Plan has commenced development.	On Track
Parks Water Savings Action Plan				
Implement priority actions from the Parks Water Savings Action Plan.	2015	55	Data logger installation at 17 sites completed. Irrigation upgrade completed at Alexandria Oval to complement the recent storm water harvesting tank installation. Parks Water and Energy working group established to review metering and recording processes.	On Track

2.P.2 Reduce waste generation and stormwater pollutant loads to the catchment

Major Projects	Completion Date	% Complete	Progress To Date	Status
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Integrated waste management				
Finalise Waste Management Strategy for the local government area to achieve the waste objectives in Sustainable Sydney 2030 and initiate priority actions.	2013	75	Data gap analysis near complete. Advanced Waste Treatment master plan has progressed in drafting. AWC technical study in development. Strategy must await completion of these elements to incorporate objectives.	Watch
Initiate priority actions to facilitate the implementation of the Waste Management Strategy.	2015	15	Draft Commercial Operational Waste Standards currently being reviewed. Methodology for waste generation estimates from commercial operators is under review.	On Track
Advanced Waste Collection Master Plan				
Complete an Advanced Waste Collection Master Plan for the local government area and initiate priority actions to facilitate implementation.	2013	65	Technical study in development.	Watch
Initiate priority actions to facilitate implementation of the Advanced Waste Collection Master Plan.	2015	25	Advanced Waste Collection technical study development in progress.	On Track
Advanced Waste Treatment Facility				
Implement the recommendations of the advanced waste treatment (AWT) facility business case (dependent on Council determination)	2017	85	Advanced Waste treatment Master Plan draft currently being reviewed to inform the final draft before sending to Council.	On Track
Initiate priority actions to facilitate the implementation of the Advanced Waste Treatment Master plan.	2018	5	No material progress this quarter. Awaiting finalisation of Advanced Waste Treatment Master plan to inform implementation.	On Track
Stormwater Infrastructure Plan				
Develop a Stormwater Management Plan based on the flood studies previously conducted.	2014	50	Blackwattle Bay and Johnstons Creek Catchments Floodplain Risk Management Studies completed. Alexandra Canal Catchment Floodplain Risk Management Study and Plan about 95% complete and the draft study reports distributed to stakeholders and floodplain committee members for review and comment. Flood studies for Centennial Park, Rushcutters Bay and Woolloomooloo Catchments completed and a report going to Council shortly. Procurement for Floodplain Risk Management Studies will be commenced once flood studies reported to Council. The City Area and Darling Harbour Catchment Flood Studies progressed 25% complete. Green Square – West Kensington Catchment Floodplain Risk Management Study and Green Square Catchment Floodplain Risk Management Plan completed and adopted by Council.	On Track
Major Programs	Progress To Date			Status
Stormwater Infrastructure Program				
Meet city responsibilities for management of flooding through completion, and Council adoption, of floodplain Risk Management Plans (FRMP) for Each City catchment.	Blackwattle Bay and Johnstons Creek Catchments – Flood Study Completed and engaged consultants to undertake Floodplain Risk Management Studies and Plans. Alexandra Canal Catchment – Flood Study Complete and subsequent Floodplain Risk Management Study progressed about 95% complete and draft prepared, presented to the Floodplain Risk Management committee. Centennial Park, Rushcutters Bay and Woolloomooloo Catchments - Flood studies have progressed about 95%			On Track

complete. A report going to Council to report the completion of the flood studies, and seek to approval to undertake floodplain Risk Management Studies and Plans.
 City Area and Darling Harbour Catchments flood studies in progress and the floodplain risk management studies will commence once the flood studies are complete.
 Green Square – West Kensington Catchment Floodplain Risk Management Study and Green Square Catchment Floodplain Risk Management Plan completed and adopted by Council.

Waste Management and Reduction		
Provide advice and deliver programs to encourage waste avoidance and reduction to business and residential communities.	<p>The Green Villages program delivered 12 workshops on worm farming & composting, up-cycling and collaborative consumption; The Smart Green Business program assisted businesses to reduce their waste by 79 tonnes per annum and produced a best practice guide for waste reduction; The Better Buildings Partnership hosted a 'Waste from Fit-out' symposium and started an engagement with the industry on how to reduce fit-out waste; and the Smart Green Apartments program delivered waste avoidance action plans to its 30 participating apartment buildings.</p> <p>In addition during the year a reuse capacity and capability study was completed and recommended actions started. A Time Out guide on the sharing economy was developed which will be published in August. The Bower's reuse referral service received 337 calls from City of Sydney residents asking for advice on how they can reuse their waste materials, and reported a total of 788 cubic meters of material diverted from landfill.</p>	On Track
Provide domestic waste and recycling collection services to defined standards.	The City provides waste and recycling collection services to over 94,000 households each week. Waste and Recycling services include garbage, recycling, household clean-up and garden organics collections, as well as e-waste and chemical/hazardous waste drop-off days. At the quarterly e-waste events this year, 2162 residents dropped off 72.23 tonnes of electronic waste for recycling (in Q4 491 residents dropped off 15.56 tonnes).	On Track
Ensure the cleanliness of the city through regular street sweeping and rubbish collection to defined standards.	<p>In 2012/13 cleansing crews collected 6,963 tonnes of street cleansing waste (1,712 tonnes in Q4), 87 tonnes of white goods (29 tonnes in Q4), 3,073 mattresses (711 in Q4) and 1,411 tonnes of street litter bin waste (307 tonnes in Q4).</p> <p>A dedicated Stain Removal Crew continued to target stains and chewing gum throughout the City, operating for 8,307 hours in 2012/13 (1,598 hours in Q4).</p>	On Track
Deliver an education, marketing and communication program to enable residents to utilise the city's waste services.	<p>The 'Yuk' cigarette butt littering campaign commenced featuring an installation at Hyde Park made with thousands of discarded cigarette butts. The City's Cleansing fleet were branded 'Keeping Sydney Sparkling' along side messages about our key waste issues. Information regarding the first underground communal waste and recycling system at Royston Street, Darlinghurst was communicated to affected residents.</p> <p>During 2012/13, the City completed 620 requests for waste education (Q4: 194 requests). 123 residents utilised the 'Garbage Guru' service for personalised waste/recycling advice (Q4:18 residents). Throughout the year, 847 primary school students were reached through workshops offered to our local schools (Q4: 240 students).</p>	On Track
Undertake targeted patrols to minimise illegal dumping, illegal advertising, discarded cigarette butts, littering, and other activity which is contrary to the Protection of the Environment Operations Act.	As well as responding to complaints received, in Q4 the City's rangers spent over 440 hours in proactive patrols to deter dumping, illegal advertising, cigarette butt littering and related offences. 346 penalty notices were issued.	On Track
Review Local Approvals Waste Policy which addresses issues for allocation/placement of bins and service requirements for residential and commercial waste collection.	Following approval by Council in Q4 the draft Waste Policy (Local Approvals Policy for the Management of Waste in Public Places) is currently on exhibition. Following the exhibition period a report will be prepared for consideration by Council later in the year.	On Track
Review Waste Minimisation in New Developments Policy (Building Waste Code) which addresses issues for service requirements for	Review of draft Waste Minimisation in New Developments Policy is being progressed for stakeholder review and comment	On Track

residential and commercial waste collection, including advanced waste collection systems.

2.P.3 Improve the environmental performance of existing buildings

Major Projects	Completion Date	% Complete	Progress To Date	Status
Retrofit of City of Sydney Building Portfolio				
Implement building retrofits that generate energy and water savings.	2013	95	See the improvements as identified in the following two items.	On Track
Ensure continuous improvement of utility measurement across the organisation.	2015	30	Continued energy & water monitoring of the City's buildings and operations. Monthly consumption reports to business unit managers, facilities managers and operational teams to ensure proactive tracking. During the coming quarter work will concentrate on improvements in monitoring processes for our Building Management Systems & revised STEvE reporting improvements.	On Track
Implement 5-year Photovoltaic (solar energy) project for City of Sydney buildings.	2015	15	This project is for the Photovoltaic design and installation on the City's buildings and operations. The project is in construction. Paddington Town Hall, Erskineville Town Hall, Alexandria Town Hall, Redfern Town Hall and Alexandria Park Changing Rooms and Epsom Road installation completed. Other properties are being scheduled for solar panel installation, Other sites are awaiting Development Application approval.	On Track

Major Programs	Progress To Date	Status
Business sustainability initiatives		
Deliver the CitySwitch Green Office Sydney program by working with commercial office tenants to help them improve their energy efficiency and environmental performance.	During the year the CitySwitch program manager engaged with more than 150 organisations (both Signatories and non-Signatories to the program) within the City of Sydney. More than 200 people attended the CitySwitch café workshops and other events that are run to provide information and networking opportunities for office tenancy businesses. The program connected with a further 350 businesses through mail outs, e-news and on-line means. CitySwitch delivered to its signatories a workshop to explore the process and principles of incorporating green clauses in tenant leases, in partnership with the Australian government; a presentation and site tour with property management signatory JLL on the topic of activity based working; a workshop with the NSW Office of Environment and Heritage, to help tenants understand how to upgrade their office lighting. The program also ran a pilot lighting campaign to highlight the opportunities and means to upgrade tenant lighting systems in order to unlock operational business cost savings. In December 2012 the Lord Mayor presented Dexus property group and Buildcorp group with signatory of the year awards, and announced a new award category for 2013 aimed at recognising partnership and collaboration within the commercial office sector.	On Track
Coordinate the CitySwitch Green Office NSW and National program by working with Council partners to help in their engagement with	CitySwitch completed a successful year with the launch of its new website and resource hub at www.cityswitch.net.au . The site has improved functionality and usability. Resources that were previously only available to signatories have	On Track

commercial office tenants to help them improve their energy efficiency and environmental performance.

been made available to all businesses within the commercial office sector and use of the site is accompanied with a new promotion campaign to introduce our extended content offering. A new customer relationship management system has also been implemented that enables superior program management and opportunities for enhanced engagement across the national program.

Unfortunately The City of Yarra and City of Port Phillip exited the program in June. A strategy to enable the retention of signatory tenants from these and other Local Councils is close to completion.

Deliver the Smart Green Business program to assist small to medium business to improve their environmental sustainability outcomes.

During the year 106 mainly small and medium sized businesses joined the Smart Green Business program. The program assisted businesses to save a significant amount of potable water, waste to landfill and greenhouse gas emissions while reducing business operating costs by an average \$4,850 per business.

On Track

A new waste assessment service was introduced at the start of the year and this has been well received with 55% of those businesses assessed implementing recommended actions.

At the end of the year the City received a new funding contribution from Sydney Water to commence a new 2 year phase of the program.

Deliver the Better Buildings Partnership program to improve the environmental performance of commercial buildings within the local government area.

Throughout this year the Better Buildings Partnership has been working with the industry stakeholders who influence the delivery of improved environmental performance within the commercial office sector helping them to address the barriers they face. For example the partnership worked with the four leading property management firms to develop a range of information guides and toolkits that address specific knowledge gaps in the market.

On Track

In June a new promotional campaign commenced to demonstrate the value of owner / tenant collaboration throughout the leasing life cycle and best practice in commercial leasing. Aspects of this campaign include the availability of an online tool, e-book, video interviews and multiple case studies.

A new database and reporting system that tracks the environmental performance of buildings owned by members has been developed. This will enable the partnership's contribution towards Sustainable Sydney targets to be tracked and will be used to publicly report the partnership's ongoing environmental performance.

Deliver the Environmental Upgrade Finance program to building owners to assist them in building upgrades

During the year to June 2013 the City signed its first environmental upgrade agreement with Frasers and Eureka which will deliver carbon emissions reduction of 7,600 tonnes per annum when the project is completed. By year's end the program had a number of building owners discussing environmental projects with the City and a number of new agreements should be completed later in 2013. The program met with 30 industry stakeholders to present the upgrade mechanism and presented at 2 workshops and 1 conference. The City's environmental upgrade agreement policy was also modified to address newly identified third party risks, after significant industry consultation.

On Track

The City also conducted research and an investigation into the retrofitting needs, barriers and motivations of the owners of non-investment grade commercial office buildings. A pilot engagement program has commenced with up to 5 building owners to test a proposed retrofit change process; to work with key influencers in the sector to test engagement strategies, and to clarify the engagement needs of tenants in these buildings.

Retail Action Plan

Deliver sustainability support to the Retail sector in coordination with the Retail Action Plan.

Through the year input was provided into the development of the economic development strategy and retail action plan.

On Track

2.P.4 Demonstrate leadership in environmental performance through City of Sydney's operations and activities

Major Projects

Completion Date

% Complete

Progress To Date

Status

Climate Change Adaptation Plan				
Develop a Climate Change Action Plan to prioritise and plan mitigative and adaptive actions to prepare the city for the environmental, social and economic impacts of climate change.	2013	30	Background research has been undertaken and an issues paper drafted outlining previous and current works, proposed methodology and approach for consultation and input from stakeholders.	Attention Required
			Remedial Action	
			Independent climate change risk assessment and public report to be developed in 2013/14.	
Urban Ecology Strategy				
Finalise an Urban Ecology Strategy.	2013	95	The draft strategy is complete and will reported to Council for approval to place on exhibition for community comment.	On Track
Implement priority actions from the Urban Ecology Strategy.	2015	15	Actions have commenced implementation, including community planting days, workshops and habitat enhancement in parks. A Bush Restoration Management Plan is in progress. Further detailed actions are documented in the draft Urban Ecology Strategic Action Plan which is due to be placed on public exhibition.	On Track
Environmental Management System				
Develop an environmental management system that will deliver sustainable asset management and operations.	2015	95	The development phase of the Environmental Management System is almost complete with implementation well under way. Completion of this phase will be reported on during 2013/14.	On Track
Implement the environmental management system across Council operations.	2018	45	Environmental Aspects Analysis workshops carried out in Quarter 4 2012/13 and the online Environmental Manual platform delivered. Final Environmental Aspects Register, Training Needs Analysis and Roles and Responsibilities Review being finalised. Environmental Manual to be populated during early 2013/14 and on an ongoing basis.	On Track
Environmental Impact of Products and Services				
Undertake an environmental impact review of products and services and their suppliers to the City of Sydney and implement priority actions to reduce this impact.	2013	70	Assessment of environmental impacts of products and services commenced in Q4 and well under way. Final report and recommendations to be shared with the organisation by end July 2013.	On Track
Environmental Sustainability Reporting				
Review and improve the City's environmental sustainability reporting.	2013	80	The Green quarterly report continues to be periodically reviewed to ensure continuous improvement. To support this, a cross organisational group is investigating options for an environmental sustainability reporting platform to provide utility usage information to the organisation and public. A benchmark review of the report is to be carried out in Q1 2013/14.	On Track
Sustainability Engagement Strategy				
Develop updated engagement strategy and continue engagement with the low income/ CALD residents, learning from the 3 year SAVE program, to improve their environmental outcomes.	2013	100	A review of the need, benefits and role of the City to deliver a specific sustainability program for low income residents was undertaken during the year. The City will continue to provide advice, information and collateral support to staff and groups within the City who already have a direct engagement with residents	Complete

and service providers within this sector.

City Farm				
Develop project plan and business case for a City Farm.	2013	85	The Business Plan is approaching completion and is scheduled for reporting to Council in Q1.	On Track
Urban Forest Policy				
Set 2030 and 2050 targets to increase canopy coverage. Implement a community tree planting grant program for the planting and maintenance of large canopy trees on residential properties.	2013	100	The City's canopy cover targets are outlined in the Greening Sydney Plan and in the Urban Forest Strategy which was adopted in February 2013. This Strategy outlines how the targets will be achieved, including through the inroad tree planting projects and the 'Neighbourwoods' matching grants program.	Complete
Sydney Significant Tree Register				
Undertake a strategic review of the Significant Tree Register to identify new significant trees, increase community awareness and update the existing Register.	2013	100	The review of the Register of Significant Trees has been completed. Council adopted the revised Register, on the 24 June 2013, following community consultation and exhibition of the draft document. The revised Register lists a total of 2,674 trees located in streets, parks, private property and institutional land.	Complete
Major Programs		Progress To Date		Status
Carbon Neutral Program				
Review and manage the Carbon Neutral Program to ensure that City of Sydney's emissions reduction practices remain at the leading edge and beyond compliance.	2011/12 greenhouse gas emissions inventory and application package under the National Carbon Offset Standard has been independently verified and submitted to the Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education.			On Track
Fleet Management				
Manage the light and heavy vehicle fleets to encourage low emission driving behaviour and reduce CO2 emissions by 20% over four years (2010 to 2014).	Total emissions for Q4 were 642 tonnes CO2. Fleet emissions during Q4 were up 158 tonnes over the previous quarter with the use of B20 biodiesel rather than B50 due to the time of year and the cold overnight temperatures. 206,603 litres of sustainable B20 bio-diesel were consumed by the City's diesel fleet. 20 diesel-electric hybrid trucks were delivered in Q4 and will generate ongoing emission reductions of up to 30% per vehicle. Total emissions for 2012/13 were 2,304 tonnes CO2, well below the annual target of 3,042 CO2. The four year program to reduce fleet CO2 emissions by 20% before end 2013/14 is on track.			On Track
Community Greening				
Support and develop community gardens and sites maintained and managed by community volunteer groups.	The City supports 17 community gardens, 3 footpath gardens and 4 Landcare groups. The City continues to support existing gardens with training, donation of materials and management assistance where required.			On Track
	Earth Day planting on 21 April 2013 was organised by the Glebe Blue Wren Society at Arthur Paddy Gray Reserve Glebe. 35 residents participated in the planting of 830 native seedlings with 105 volunteer hours on the day. City staff assisted residents with the development of a community garden plan at St Helen's Community Centre at Glebe. A community garden proposal for Erskineville Road was notified to local residents and businesses. The outcomes of both proposals will be reported to Council.			

Greening Sydney Plan

Implement a community tree planting grant program for the planting and maintenance of large canopy trees on residential properties.	The City's first matching grants program focused on planting canopy trees in private property has been developed. The 'Neighbourhoods' program was advertised in March and an educational planting day was undertaken in April to assist and encourage community participation. Interest in the program was received from residents in Woolloomooloo and from several schools. The application processes and marketing will be improved to increase participation in 13/14.	On Track
Deliver themed Living Colour floral displays throughout the City during spring and summer	The Living Colour Spring 2013 theme is 'Sydney Rides'. An Expression of Interest has been advertised to engage local and emerging designers to provide creative input into the high profile Living Colour Program for the next three displays.	On Track
Implement an aerial bundled cabling program to improve the urban canopy and reduce tree canopy pruning for electrical wires by 75%.	Ausgrid have completed the outstanding spans from previous year's programs. A business case has been prepared and City staff are discussing a partnership with Ausgrid for future aerial bundled cabling programs.	Watch
Encourage new developments to maximise landscaping and build green roofs and walls	The City of Sydney currently has almost 90,000m ² of green roofs and walls already installed. An additional 40 green roof or green wall development applications have been approved and are awaiting construction. The City is also receiving at least one new green roof or wall development application weekly.	On Track

Residential Environmental Action Strategy

Deliver village based targeted programs to inform and educate residents on how to reduce their environmental footprint and to live green. Provide a 'one-stop-shop' capability that connects the resources and support available to these communities.	<p>During the year to June 2013, the Green Villages program delivered 34 workshops and forums covering four educational themes: Waste avoidance and collaborative consumption; Sustainable food and ecosystems; Energy efficiency and renewable energy; and Green lifestyles. These events were attended by 1,333 participants. An impressive 88% of participants who attended a workshop, and responded to an online survey, implemented at least one or more of the actions they found out about at the workshop.</p> <p>A number of new workshop topics were trialed during the year, including a series on green lifestyle skills called 'Green Up Your Life'. This series was run twice, the second time in collaboration with the City's Libraries program. The integration with the Libraries program will continue in 2013-14 to reach new audiences and to deliver 'green' education across multiple customer touch points. Another innovation was the delivery of 'follow-up' workshops which were run for past participants of gardening workshops, giving them an opportunity to trouble shoot problems, further develop their skills and network with other keen gardeners in the area. A self-organised up-cycling and re-use group also formed from past Green Village workshop participants.</p> <p>In September, the program received a significant promotion through Channel Seven's Sydney Weekender television program where more than 400,000 viewers nationally were treated to demonstrations of gardening and up-cycling. The Green Villages digital presence received more than 66,726 unique visits to the web site and 13,029 subscribers to the monthly e-news letter.</p> <p>The program also ran a number of digital on-line campaigns during the year: The Good Hood encouraged 300 locals to share their sustainable actions through an interactive map. The 'To DIY For' Christmas campaign helped 35,000 people to learn about sustainable gift giving. And the Grow It Local partnership promoted urban farming in the City.</p>	On Track
Partner with Marrickville Council to deliver sustainability programs to the Newtown precinct through the Green Living Centre (formerly known as The Watershed).	<p>During the year to June 2013, the Green Living Centre delivered 71 workshops and events, attracting 1,448 participants. Highlights include a national tree day community event with PlanetArk; a ride to work event at Hollis Park Newtown promoting the centre's bike library; and partnering with the Newtown business association to run an Earth Hour related event.</p> <p>The centre trialed a commercial sized worm farm with two local businesses which diverted more than half a tonne of food waste from landfill. The next phase of this trial will be with an apartment building as a component of the City's Smart Green Apartments program.</p>	On Track

The Green Living Centre was renovated and is now more accessible and able to run workshops on-site more effectively. The shop front showcases how to do a sustainable fit out and includes an educational lighting display.

Deliver the Smart Green Apartment sustainability program to improve the environmental performance of existing residential apartment buildings.

The Smart Green Apartments program has been working with owners corporations and key service providers of 30 buildings to investigate sustainability improvement opportunities across energy, water and waste. Action plans have now been delivered to all buildings and many of the buildings are already implementing projects.

On Track

The program has identified that on average buildings can reduce 30% of energy and 26% of water consumption through mainly efficiency measures. Together these savings amount to an average \$74,000 in savings per year per building.

The program also formed and manages a stakeholder reference group to encourage collaboration, discussion and information exchange across governments and industry, and through this a number of important initiatives and trials have commenced. These have included a new finance service being developed for the sector and a national energy efficiency information tool called Smart Blocks that has been designed to help owners corporation members and strata managers discover what energy efficiency improvements can be made.

Champions of Environmental Project

Provide training, support and resources to selected volunteers in order that they have the ability to champion environmental projects and initiatives within their communities and workplaces.

The City continued to provide support to the two Green Square Green Champion groups that were formed in 2011.

On Track

Environmental Action Surveys

Undertake annual surveys to identify and assess changes in the behaviour and environmental actions undertaken by residents and workers within the City.

No action was planned or undertaken in this year

NPA

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	2010/11	2011/12	2012/13	2012/13 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	48,336	46,866	-	11,902	10,348	11,107	11,346	44,703	Note: Data in this report has been updated to take into account the outcomes of audits and receipt of actual usage from suppliers. Q4 electricity consumption includes a portion of estimated usage based on historical data (5%). Gas consumption is estimated based on historical data (50%). Actual electricity and gas consumption will be updated quarterly in arrears.	Indicator Only
Greenhouse gas emissions for City of Sydney Building Assets - Baseline 2006 Data – 28,775	Tonnes CO2	24,718	23,203	-	5,602	5,176	5,705	4,993	21,476	Note: Data in this report has been updated to take into account the outcomes of audits and receipt of actual usage from suppliers. Q4 electricity consumption includes a portion of estimated usage based on historical data	Indicator Only

(5%). Gas consumption is estimated based on historical data (50%). Actual electricity and gas consumption will be updated quarterly in arrears.

Greenhouse gas emissions for City of Sydney Street lighting - Baseline 2006 Data – 15,131	Tonnes	14,783	14,701	-	3,943	3,021	3,219	4,019	14,202	Note: Data in this report has been updated to reflect the outcomes of audits and receipt of actual usage from suppliers. Q4 electricity consumption includes a portion of estimated usage based on historical data (5%).	Indicator Only
Greenhouse gas emissions for City of Sydney Parks - Baseline 2006 Data – 2,502	Tonnes	2,578	2,538	-	662	577	676	669	2,584	Note: Data in this report has been updated to take into account the outcomes of audits and receipt of actual usage from suppliers. Q4 electricity consumption includes a portion of estimated usage based on historical data (5%). Gas consumption is estimated based on historical data (50%). Actual electricity and gas consumption will be updated quarterly in arrears.	Indicator Only
Council's fleet vehicle greenhouse gas emissions (total) Baseline 2006 Data – 2,669	Tonnes	2,945	2,684	2,890	673	505	484	642	2,304	Total of 206,603 litres of B20 used during the 4th quarter 2012/13	On Track
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	3,084	3,084	-	770.5	846	846	930	3,392.5	These results are based on the City's most recent independently verified greenhouse gas emissions inventory. The apparent increase compared the previous year is due to a more robust and inclusive methodology applied to this year's New Year's Eve event emissions inventory. Using a like for like comparison would not increase emissions to this extent.	Indicator Only

Sustainability Programs - Encourage businesses and residents to reduce their greenhouse gas emissions

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Amount of commercial office floor space (net lettable area) signed up to CitySwitch Green Office in the local government area in the City of Sydney	m2	-	736,915	936,944	766,679	768,638	854,258	865,074	865,074	12 new tenancies added this year. Plus assistance in signing up 7 businesses to the national program (outside Sydney) adding 54,986sqm floor space.	Watch
City owned public domain lights replaced with LED lamps	No	-	-	2,150	676	869	255	372	2,172	The contract continues to run ahead of schedule.	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	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total City of Sydney mains water usage	kL	398,483	390,367	-	99,805	122,194	111,456	84,241	417,696	The Q4 result is based on 92% estimated data. Water usage will be updated in the next quarter. Full year increases in water usage can be accounted for by a change in	Indicator Only

operational service delivery and as a result of changing rainfall patterns affecting Parks irrigation as noted below.

A Building Energy and Water Efficiency retrofit tender has been awarded for City owned buildings with the 95% of works completed by the end of the financial year 2012/13.

Total City of Sydney mains water usage – Parks and Public Domain	kL	139,905	132,133	-	36,498	57,685	47,973	26,818	168,974	The Q4 result is based on 92% estimated data. Water usage will be updated in the next quarter.	Indicator Only
Total City of Sydney mains water usage – Commercial Buildings	kL	114,206	103,725	-	22,945	23,086	25,025	21,192	92,248	The Q4 result is based on 92% estimated data. Water usage will be updated in the next quarter.	Indicator Only
Total City of Sydney mains water usage – Community Buildings	kL	41,252	41,277	-	9,564	9,751	9,461	10,020	38,796	The Q4 result is based on 92% estimated data. Water usage will be updated in the next quarter.	Indicator Only
Total City of Sydney mains water usage – Operations (Depot etc.)	kL	32,812	31,521	-	8,907	9,290	9,749	6,885	34,831	The Q4 result is based on 92% estimated data. Water usage will be updated in the next quarter. A new footway stain removal program accounts for the slight increase in water usage. Rainwater is used wherever possible.	Indicator Only
Total City of Sydney mains water usage – Aquatic Facilities	kL	70,308	81,710	-	21,891	22,382	19,248	19,326	82,847	The Q4 result is based on 92% estimated data. Water usage will be updated in the next quarter.	Indicator Only
Total mains water consumption for the local government area (measured annually)	ML	33,833	33,710	-	-	-	-	0	-	Full year data is unavailable due to the time lag in obtaining this data from the supplier. This data will be updated and reported in the annual report.	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	2010/11 Result	2011/12 Result	2012/13 Target	2012/13 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Total Waste Collected	Kg/Capita	-	327.58	312	77.42	88.1	82.51	80.13	328.16	The YTD waste collected is above target but consistent with the YTD result from the previous year.	Attention Required

Remedial Action

The City will continue to work with the community to reduce waste and promote re-use and recycling options.

Total Waste Recycled	Kg/Capita	-	212.41	208	50.77	58.77	52.54	52.56	214.64	The YTD recycling is marginally above target which is consistent with the increase in total waste collected.	On Track
Resource Recovery Rate	%	49.25	65.5	68	64.4	66.7	64	65.59	65.17	The Resource Recovery Rate achieved was slightly lower than the target this year due to lower than expected diversion rates at the processing facilities	Watch
City of Sydney Recycling (organisational Facilities)	Tonnes	-	-	-	286	275	258	272	1,091	Recycling rate averages 45% for this quarter. This rate has remained the same with only fractional percentage increases across the year. Overall, waste generation has fallen around 1.4% for the year. However, this reduction is across both recycling and general garbage, leaving the recycling rate at 45%.	On Track
City of Sydney Waste Collected (organisational Facilities)	Tonnes	-	2,453	-	635	611	572	602	2,420	Recycling rate averages 45% for this quarter. This rate has remained the same with only fractional percentage increases across the year. Overall, waste generation has fallen around 1.4% for the year. However, this reduction is across both recycling and general garbage, leaving the recycling rate at 45%.	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	2010/11	2011/12	2012/13	2012/13 Result				YTD	Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4			
Street trees planted	No	462	753	700	258	163	0	268	689		On Track
Native plants planted at community planting days	No	7,865	8,155	8,000	4,500	300	1,500	1,166	7,466		Watch
Total trees and shrubs planted	No.	48,466	85,763	52,000	42,893	18,388	17,069	19,820	98,170	The City's public domain landscaping programs have been highly successful this year with higher than expected numbers plants and nature strips installed. These are assisting the City to achieve its objectives under the Greening Sydney Plan.	On Track
Public Domain Landscaping (nature strips, rain gardens, traffic treatments)	m2	8,334	6,875	8,000	2,532	4,137	4,645	2,794	14,108	The City's target for 12/13 has been exceeded by 75% with a greater area of new footpath nature strips installed than expected	On Track

Indigenous fauna species diversity maintained or increased compared to 2009/10 baseline (measured annually)	No	-	-	-	-	-	-	0	-	To be measured following adoption of Urban Ecology Strategic Action Plan.	Indicator Only
Extent of locally-indigenous bushland increased compared to 2009/10 baseline (measured annually)	m2	-	-	-	-	-	-	0	-	To be measured following adoption of Urban Ecology Strategic Action Plan.	Indicator Only

3 Integrated transport for a connected city

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

3.P.1 Support and plan for enhanced access by public transport from the Sydney Region to the City of Sydney

Major Projects	Completion Date	% Complete	Progress To Date	Status
City Transformation				
Advocate for light rail down George Street.	2013	100	Light Rail on George St, connecting Circular Quay to Randwick has been approved by the State Government and a Memorandum of Understanding has been signed between the City and the State to deliver the light rail by no later than 2021.	Complete
Barangaroo Transport Plan				
Advocate to the State that Barangaroo is linked effectively to the City Centre	2015	90	Excellent progress had been made to accommodate all predicted access requirements to Barangaroo, but with the latest unplanned addition of the Crown Casino development all previous strategies require significant review to cater for the expected increase in demand on the road, pedestrian and cycle network.	On Track
Green Square Transport Options				
Work with State Government to advocate for adequate transport infrastructure and services to support Green Square development.	2015	20	The City has reviewed the draft transport strategy provided by Transport for NSW and is providing suggestions for amendments and improvements that would better support the proposed population and jobs growth at both Green Square and in the surrounding development areas.	On Track
Major Rail Station Precincts				
Support Transport NSW in developing master plans for major transport interchanges and stations in City of Sydney.	2015	50	Circular Quay, Town Hall and Central are being reviewed in light of the light rail project along George, Eddy and Chalmers Streets. Transport for NSW is consulting with the City on Wynyard, which is subject to not only light rail, but also a proposed significant development affecting the Station.	On Track
City Centre Loading Strategy				
Investigate options to shift loading times and locations to enhance public transport reliability.	2012	25	The City will work with Transport for NSW in 2013/14 to fully investigate loading strategies for the city centre once the City Centre Access Strategy is released by the State, which is expected to greatly affect loading zone capacity and significantly alter public transport routes.	On Track
Transport Trip Census				
Develop a trip census to better understand who is accessing the city at what time for which purpose in order to better target policy.	2013	25	Project to commence in 2015, subject to funding availability, due to other priorities.	On Track
City Centre Parking Strategy				

Develop a city centre parking strategy to relieve peak hour road congestion, enhancing regional bus reliability and efficiency.	2013	8	The proposed city centre parking strategy is heavily reliant on the State releasing its City Centre Access Strategy, which will provide the context and challenges for city parking. The Access Strategy release has been significantly delayed. The City now hopes to commence the parking review in late 2013.	Watch
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3.P.2 Align transport infrastructure with city growth

Major Projects	Completion Date	% Complete	Progress To Date	Status
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Integrated Transport and Land Use Strategy Implementation

Develop a detailed multi-modal integrated transport and land-use access strategy that maps out the required investments by the City and others to support projected employment and residential growth across the local government area in a sustainable, economic and socially acceptable way. Includes development of an integrated light rail network servicing major city attractors, bus network, cycleway network, pedestrian network, freight network within an over-arching road hierarchy.	2013	90	Connecting Our City was used as an input document to the NSW Government's Long Term Transport Master Plan, and to the forthcoming Transport for NSW City Centre Access Strategy. The document has also been used as a base for negotiation around the Federal Government's High Speed Rail planning.	On Track
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Community Transport Implementation

Implement the findings of the Community Transport Review, including a Mobility Manager pilot Scheme for the City.	2014	50	Council endorsed the expansion of the Village to Village Service to include two additional routes to provide coverage for Pyrmont, Millers Point, Redfern, Camperdown, Green Square, Waterloo, Erskineville and Newtown. This is in addition to the services that already runs between Woolloomooloo and Broadway and Redfern and Broadway. The Mobility Manager Pilot Scheme is being led by the NSW Government in consultation with a range of stakeholders including the City. No further progress has been made in Q4.	On Track
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Public Transport Hubs and Development

Investigate how public transport hubs support development around Wynyard, Central, Redfern and Newtown Stations.	2014	65	The Light Rail project through the city centre will stimulate development along George St and around Wynyard and Central Stations. This will be captured in the Environmental Impact Statement that Transport for NSW will develop as part of the project, which is jointly funded by the City and the State of NSW. Redfern Station has been extensively studied, but until the long term rail plan is finalised it is unknown what, if any land, would be released for development. Newtown Station precinct will be reviewed in 2013/14.	On Track
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Major Programs	Progress To Date	Status
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Accessible bus stops

Undertake improvement works to bus stops to ensure 55% compliance by December 2012 with the requirements of the Standards for Accessible Public Transport.	Target of 55% was reached in 2012/13 with a total of 385. New installations are scheduled for Q1 2013/14.	On Track
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Roads Renewal Program

Renewal and improvement of roadways within the City's LGA	Q4 - 100% of Roadway works have been completed.	On Track
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3.P.3 Reduce negative impacts from transport on public space in the city centre and villages

Major Projects	Completion Date	% Complete	Progress To Date	Status
Integrated Parking Strategy Implementation				
Develop an Integrated Parking Strategy and implementation plan to prioritise sustainability goals and inform the management of on-street and off-street parking across the local government area and prioritise sustainability goals.	2014	75	The Draft Neighbourhood Parking Strategy was approved for lengthy public consultation and the final report will go to Council having considered the more than 100 submissions in the first quarter of 2013/14.	On Track
Investigate the feasibility for a ticketless pay parking scheme	2014	5	An initial investigation found regulatory, technological and social equity barriers to introducing ticketless parking in Sydney. A study on how to overcome these barriers will be conducted in the coming financial year.	On Track

Major Programs	Progress To Date	Status
Bus Operations and Bus Stops		
Support the State in improving bus priority by removing obstacles to bus operations and improving access to bus stops as identified by operators.	Many bus priority changes were made in collaboration with Transport for NSW, particularly around York St, the Cahill Expressway and Circular Quay. More changes are expected as a result of Transport for NSW's forthcoming City Centre Access Strategy.	On Track

Pedestrian, Cycling and Traffic Calming (PCTC) Plans		
Implement traffic calming infrastructure improvements in Redfern, Chippendale, Glebe, Forest Lodge, City East, Surry Hills, Centennial Park, Paddington, Newtown and Erskineville.	<p>The PCTC program has been extended to June 2017. The total number of projects across all schemes is currently 360. This number may change as projects are reviewed. Since the commencement of the PCTC program a total 120 projects have been built. A total of 19 projects are scheduled to be built in 2012/13. In Q4 2012/13, 18 projects were completed.</p> <p>Residual Projects Status:</p> <ul style="list-style-type: none"> • 38 projects are scheduled to be built or have completed designs • 42 projects are under design • 57 projects are included in cycleways • 32 projects have been cancelled after feedback received from consultation with the community, Roads and Maritime Service and the State Transit Authority; and • 71 projects are yet to be started. 	On Track

Parking Compliance		
Utilise enforcement activities to ensure turnover and improve safety and accessibility of city parking.	Proactive and reactive ranger patrols continued in Q4. Focus remained on pedestrian safety enforcement, including increased patrols in school zones and ensuring main arterial roads were kept clear. Rangers also maintained their routine patrols ensuring a regular turnover of parking spaces. The increased use of public transport and increased compliance rates by motorists, continued to lead to a lower number of parking penalty notices issued than originally anticipated.	On Track

3.P.4 Increase public transport use and reduce traffic congestion on regional roads

Major Projects	Completion Date	% Complete	Progress To Date	Status
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Management Plans for Major Corridors

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.	2015	15	Transport for NSW's proposed City Centre Access Strategy will greatly affect all feeder corridors, along with the proposed West Connex project. Work on corridor plans will properly commence when sufficient information about proposed changes is received from the State Government agencies.	On Track
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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	2010/11	2011/12	2012/13	2012/13 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.	113	24	516	437	463	477	506	506	YTD actual for Car Share is slightly down on the forecast as one company has not submitted request for additional spaces since May 2013.	Watch
Proportion of resident drivers who are members of car share schemes	%	-	6.4	-	7.02	7.72	8.38	9.3	9.3	Membership is ahead of the expected uptake, but its growth is expected to plateau in the coming year.	On Track

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

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Road renewal program	m2	106,982	81,681	80,000	27,925	25,256	21,819	9,236	84,236		On Track

4 A city for walking and cycling

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

4.P.1 A network of safe, linked pedestrian and cycleways integrated with green spaces throughout both the city and inner Sydney

Major Projects	Completion Date	% Complete	Progress To Date	Status
Liveable Green Network				
Develop Liveable Green Network implementation strategy and priority works plan to guide investment and integrate with village centre and transport planning.	2013	100	The implementation plan has commenced operation and is included in the 2013/14 financial plan.	Complete
Progressively implement priority projects to improve pedestrian and cycling connectivity across the local government area, including the widening of footpaths, implementation of partial road closures, and linking Green Spaces to the City Centre.	2018	25	Footpath improvements on Castlereagh St are now complete, and major pedestrian improvements agreed with Transport NSW and integrated into the light rail definition design, including major new pedestrian spaces on Alfred St. Completion of City Centre cycle infrastructure still delayed after unsuccessful application to Central Sydney Traffic and Transport Committee (CSTTC). George St (Waterloo) cycleway now under construction.	On Track
Develop and implement the Integrated Cycling Network works program for delivery of 200km of cycleways by 2021, including 55km of separated paths, connecting across and through the city.	2017	22	Kent Street Stage 2 cycleway and Wentworth Avenue cycleway remain on hold, Broadway Link cycleway (connecting Wilson Street to the University of Technology, Sydney) consultation complete. Campbell Street cycleway is in the detail design stage. Construction of all 3 stages of George Street Redfern cycleway has commenced. Feasibility investigation for Castlereagh Street cycleway completed and forwarded to Transport for NSW. Feasibility investigation for Liverpool Street cycleway commenced.	On Track
Shared Cycle Paths, Bourke Street Shared Path, Elizabeth & Chalmers Street Shared Path, Sydney Park Road Shared Path.	2013	50	Sydney Park Share Path. Completed. Elizabeth and Chalmers Street Shared Path. Blue line marking & signage completed late 2013. Concept design for lighting improvements in Belmore Park East underway. Bourke Street Shared Path. Feasibility study commenced	On Track
Bourke Street North Cycleway Connections and Eastern Suburbs Connections	2013	50	Shared paths for Macquarie Street, St Mary's Road, William Street (between Bourke & Palmer), Flinders Street (west side) and South Dowling Street, Short Street, Albion Street, Oxford and Greens Road approved. Design documentation underway.	On Track
George Street Redfern & Mandible with Botany Road	2013	40	3 construction contracts awarded. Construction underway.	On Track
Johnston Canal Pathway	2013	100	This project has been completed.	Complete
CBD East - West Cycleway Link	2013	30	This project is in concept development. Additional feasibility study on alternate routes completed in June 2013, in consultation with Roads and Maritime Services for input to City Centre Access Plan.	On Track

Shepherd Street and Mountain Street	2013	30	This project is in design phase. Community consultation complete and Scoping Report prepared.	On Track
Wayfinding Signage for Cycleway Network Stage 2	2013	50	Installation of first stage of the bicycle directional and way finding signage was completed in September 2012. Artwork has been finalised for 50% of the routes, for installation from August 2013. The remainder of the artwork will be completed for final roll out in late 2013.	On Track
Wentworth Avenue Cycleway	2013	50	Cycleway remains on hold. The Central Sydney Transport and Traffic Committee have advised that the project cannot proceed until a strategic bicycle plan for Central Sydney has been finalised by Roads and Maritime Services and Transport for NSW.	Watch
Wilson Street & Erskineville Road	2013	50	This project is in design phase. Road and Maritime Services have issued a marked up Traffic Signal Plan for Erskineville Road-Wilson Street intersection, which is in line with the works originally proposed by Council. Quotes have been obtained to allow construction to commence, pending formal Road and Maritime Services approval.	Watch

Network Cycleway Improvements

Network Cycleway Improvements	2013	75	Options for alternative traffic calming on Bourke Road completed. Recommendation to trial 'Low Profile' speed cushions on Bourke Road finalised. Procurement for 2 sequential 'Low Profile' speed cushions has commenced. This will allow the impact of the alternative speed cushions to be evaluated. Target installation second half of 2013.	On Track
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Major Programs	Progress To Date	Status
Footpaths Maintenance and Renewal		
Renew and improve footpaths using sustainable materials.	The Footpath Program renews and improves amenity for pedestrians and includes the use of sustainable materials, including street greening where possible. Locations in poor condition are scoped, designed and constructed on an annual basis.	On Track

4.P.2 Give greater priority to cycle and pedestrian movements and amenity in the city centre

Major Projects	Completion Date	% Complete	Progress To Date	Status
Improved Waiting times for pedestrians and cyclists				
Work with Transport for NSW to decrease waiting time and overall trip time for bike riders and pedestrians on identified priority routes in the City Centre by changing traffic signal settings.	2013	40	The City is collaborating with Transport NSW to identify a program of actions to improve walking and cycling priority throughout the city and is awaiting the proposed City Centre Access Strategy which we are advised will have an active transport section, following on from the commitments in the Long Term Transport Master Plan.	On Track
40 km/h Speed Limits in the City Centre				
Seek approval to reduce speed limit in the city centre to 40 km/h on thoroughfares and 10 km/h in shared/slow zones.	2013	80	This action is subject to Transport for NSW completing the deferred City Centre Access Strategy. Once complete the City can apply to the Central Sydney Traffic and Transport Committee for approval to reduce the traffic speed in the city centre.	On Track

Laneways in the City Centre				
Identify and prioritise all proposed laneway, shared zone and slow zone proposals for the city centre and submit to Transport for NSW for regulatory approval.	2012	85	Discussions continuing with RMS and local stakeholders.	On Track
Implement the approved 10km/h shared zones, slow zones and laneways plus timed closures of other high pedestrian activity areas.	2015	20	Applications lodged with Roads & Maritime Services; discussions continuing.	On Track
Major Programs		Progress To Date		Status
Road Safety Program				
Continually monitor and review road safety and interface with pedestrians and bike riders, including running awareness campaigns.	Continued delivery of the Share the Path campaign, and worked with police on education and enforcement.			On Track
Street Share Strategy				
Develop a Street Share Strategy that advocates for the provision of end of Street Share Strategy trip facilities at private buildings	The Street Share Strategy was completed in 2010.			On Track
Implement the Street Share Strategy	Continued delivery of the Share the Path, Try 2 Wheels, and Community Leadership projects.			On Track
Inner Sydney Bike Network Implementation				
Continue to lobby the State to support surrounding councils to link their cycleways into the city network.	The City has had discussions with both the State and Federal Governments about the best way in which to support surrounding Councils' to link cycle networks. Infrastructure Australia has given first stage support to the proposed inner city cycle network, the first nationally supported cycle strategy.			On Track
40 km/h Speed Limits in Residential and Village areas				
Advocate on safety and amenity grounds to Transport for NSW for residential area and centre speed limits in all villages of 40 km/h.	The City continues to advocate for speed reductions in the villages and on key streets as an ongoing program according to specific circumstances.			On Track
4.P.3 Promote green travel for major workplaces and venues in the City of Sydney				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Green Travel Facilities				
Provide tenant bike parking, showers and other facilities at major City of Sydney buildings.	2013	45	The project to provide bicycle support facilities in Town Hall House is included in the upgrade of Levels 1-3. Tenders for the works will close in July and works are expected to commence in November 2013 and be completed by May 2014.	Watch
Sustainable Transport Plan Implementation				
Implement the internal Sustainable Transport Plan and encourage reductions in vehicle and taxi trips by city staff	2013	95	The City has finalised the staff transport review and has developed an implementation plan for Executive consideration.	Watch
Major Programs		Progress To Date		Status
Bicycle Parking				

Provide bicycle parking on request from public and as part of street upgrades.

209 bike parking spaces on footpaths (U-Rails and O-Rings)
 Additional 20 bike parking spaces to Little Eveleigh Street Bike Corral
 53 bike parking spaces donated to schools
 12 custom bike parking spaces installed in Pitt Street Mall

On Track

Private End of Trip Facilities

Advocate for the provision of end of trip facilities at private buildings

The City continues to advocate through various consultative opportunities.

On Track

Sustainable Transport Options Advocacy

Advocate to Federal and NSW State Government for a broad range of sustainable transport options and incentives and greater funding of public transport infrastructure.

Infrastructure Australia, the Federal funding priority body, has given early stage approval to the integrated cycle plan, the first cycle strategy to enter the funding pipeline. Submissions were also made during the year to both the State and Federal Governments on walking, access to public transport and the relative benefits of funding compared to other modes.

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	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Length of separated cycleways provided annually	Km	4.77	0.08	9	0	0	0	0	-	3 contracts for construction of George Street Redfern cycleway approved by Council, and construction commenced. Construction contract for Kent Street Stage 2 cycleway approved by Council, subject to Central Traffic & Transport Committee (CSTTC) endorsement. CSTTC endorsement outstanding – project on hold. Construction tender for Wentworth Ave cycleway suspended, subject to approval of a Central Sydney Traffic Management Plan by the CSTTC – project on hold.	Attention Required
Length of on-road cycleways provided/upgraded annually	No	0.52	0.93	6	0	0.11	0	0.11	0.22	Consultation for the Broadway Bicycle Connection (linking the existing Wilson Street cycleway to Ultimo) completed. Design being refined to reflect input received during consultation.	Attention Required
Length of shared paths provided/upgraded annually	Km	3.62	0.58	12	3.97	0.1	0.47	6.49	11.02	Blue line marking and signage installed: New shared path = 720m Shared paths in parks = 1690m Existing shared path upgraded = 3,915m Shared zone = 160m	Watch

Growth in cycling activity at key intersections around the City of Sydney (100 key intersections)	%	54	34	25	-	18	-	-	18	The growth in Cycling has slowed over the past year. However with the planned infrastructure changes this should increase next year.	Indicator Only
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Bicycle parking spaces provided by the City	No	-	-	-	31	15	65	183	294		On Track
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Footpaths - Optimise the lifespan of City footpath assets, and improve street safety and accessibility

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Granite infill project	m2	-	-	3,000	250	2,348	2,230	1,093	5,921		On Track
Area of pedestrianised space created	m2	-	213	1,000	0	108	0	371	479	Further area of pedestrian access was created this quarter at Pitt Street, outside ANZ building and Wynyard Walk.	Watch
										Remedial Action	
										The City is waiting on Transport NSW Access Plan which will help provide further opportunity for future pedestrian space.	
Footway renewal program	m2	37,930	39,283	27,000	3,766	16,690	11,828	6,902	39,186		On Track
Footway replaced by green verge	m2	-	-	-	233	3,238	994	1,167	5,632		On Track

5 A lively and engaging city centre

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

5.P.1 Strengthen the city's public domain identity and create more places for meeting, rest and leisure

Major Projects	Completion Date	% Complete	Progress To Date	Status
City Transformation - George Street urban design and public art plan				
Carry out approved phases of the George Street City Transformation project, incorporating light rail and retail strategy, as a connecting spine for three City Squares.	2014	70	<p>In December 2012, the NSW Government endorsed \$1.6 billion for a light rail system between Circular Quay and Randwick, via Central Station. George Street is the nominated corridor for light rail in the city centre.</p> <p>The Draft George Street Concept Design that was endorsed by Council in December 2012 sets out the principles that are intended to guide the detailed design of George Street. It includes the City's preferred options relating to types and configuration of street trees, paving, public art, public domain furniture, lighting and signage.</p> <p>The concept design will be subject to further development and coordination with Transport for NSW (TNSW) to include in a Development Agreement with the State Government.</p> <p>An exhibition of the draft George Street Concept Design was undertaken at Customs House during April and May 2013.</p> <p>The City Centre Public Art Plan with a focus on George Street was adopted by Council in June 2013.</p>	Watch
Circular Quay Square Master Plan				
Provide strategic input (design principles) into the State Government's long term master plan for Circular Quay Square	2014	5	SHFA are progressing with this masterplan. We will be consulted as part of their process. No timeframe has been given for this process.	On Track
City Centre Public Space Improvement Program				
Develop a city centre public domain improvement program that identifies long term spaces and streets that require improvements	2015	40	<p>The draft City Centre Public Domain Plan is underway through a series of public domain precinct plan projects and site specific urban design studies.</p> <p>Since the adoption of The Chinatown Public Domain Plan in August 2010 Early Works Projects - Factory Street, Little Hay, Kimber Lane and visitor kiosk have been completed and design development of Thomas Street closure and Hay Street improvements project is underway with public exhibition of proposals undertaken in May 2013.</p> <p>The revised Harbour Village Public Domain Plan was reported back to Council and adopted on 14 May 2012. Design briefs for the Argyle Street improvements and Kent St Underpass have been issued for consultant engagement.</p>	On Track

The draft George Street Concept Design which articulates urban design directions for George Street was endorsed by Council in December 2012 to go on public exhibition.

An exhibition of the draft George Street Concept Design was undertaken at Customs House from during April and May 2013.

A final George Street Concept Design will be presented to Council for adoption in late 2013.

Draft Urban design studies for Sydney Square, Regimental Square and Barrack Street have been completed.

A final George Street Concept Design will be presented to Council for adoption in late 2013.

Draft Urban design studies for Sydney Square, Regimental Square and Barrack Street have been completed.

Develop concept designs and briefs for city centre public spaces, including Sydney Square, Queens Square, Regimental Square, Barrack Street and Richard Johnson Square.	2014	40	Current focus is developing a concept reference design for the George Street light rail proposal which will link key city spaces along its spine.	Attention Required
			Draft urban design studies for Barrack Street and Regimental Square have been completed by Gehl Architects. A Traffic feasibility assessment for Wynyard Lane/ Wynyard Street to ascertain if additional pedestrian amenity can be increased behind Regimental Square has been completed.	
			Remedial Action	
			An urban design study for Sydney Square has been undertaken by Gehl Architects that includes site assessment and pedestrians counts/observations and draft urban design principles to inform a future design process. Gehl Architects presented recommended design principles at workshop with representatives from Glebe Administration Board, St Andrews Cathedral and St Andrews School in March 13.	

Public Space Public Life Study				
Undertake an interim review of Gehl Public Space Public Life Sydney 2007 report (5 year review) and 2017 (10 year review)	2013	40	Pedestrian counts and observations studies for the winter and summer periods, including an additional count around retail areas for the Christmas shopping period have been completed.	On Track
			This data is currently being analysed by Gehl Architects to provide interim benchmark assessments since the 2007 study for the City Centre with a focus on George Street.	

5.P.2 Provide active civic spaces across the city centre attractive to all.

Major Programs	Progress To Date	Status
City Life		

Support festivals, celebrations and other community activities through the provision of grants and sponsorships and the management of the Busking Policy to increase the cultural and street life of the city community.

The City provided support for a range of festivals and celebrations that significantly increased the culture and street life of the City. They catered to audiences of over 4 million residents and visitors to the City.

On Track

The City's Major Festivals delivered 8 significant events throughout the year, with January and February being festival time in Sydney hosting Sydney Festival throughout January, Yabun and Australia Day events on Australia Day and then the Mardi Gras Festival throughout February closing with the Parade in March.

The City also sponsored numerous local events include Newtown Festival, St Barnabas Christmas Carols at Victoria Park, a Christmas pageant at Ultimo's Union Square featuring real sheep, a donkey and camels. NAIDOC Week celebrations delivered by the City, local organisations and local Aboriginal and Strait Islander communities, Sydney Fringe Festival, Pyrmont Food and Arts Festival, Chinese and Korean Cultural Film Festivals and the Ultimo Science Festival .

Several new events appeared on the City's event calendar this year. The Kings Cross Festival was initiated to re-think Kings Cross as a place beyond its reputation for drinking and violence. The Beams Festival in Chippendale was launched by the Chippendale Creative precinct to promote the local creative industry. Musomap's World Musicians Day celebrated with jam sessions for local musicians throughout Sydney Park and the Great Tribal Race incorporated over 30 strategic checkpoints across the City in celebration of the City's unique historic and somewhat hidden treasures .

The level of busking in the City continues to grow with a 25% increase in the number of busking permits allocated this year. Pitt Street appears to be the central hub for buskers in City of Sydney with buskers waiting for up to 6 hours for an opportunity to busk in the Mall.

Support and promote the diversification of the night time economy through cultural activities in the City centre

The Sydney Food Trucks project has enabled the activation of public spaces through the provision of high quality, creative food. The City closed George Street to celebrate CRAVE International Food Festival and to demonstrate positive activation of George Street at night. Event organisers for a range of large and small public events have reported that the inclusion of the trucks at their events has been highly successful and has simplified the management of their events.

On Track

In consultations with potential grant recipients, staff have recommended late night economy strategies to encourage their involvement in late night activities, including retail and hospitality events. A number of grants were approved to projects that support the City's late night economy strategies. These include, the Fact Tree Youth Centre continued their After Dark program in Waterloo to provide weekly programs to young people on a Friday and Saturday evenings, Sydney Film Festival opened the Festival Hub in lower Town Hall to encourage their film audiences to stay in the City after the films and the Korean Working Holiday Support Centre Inc developed a service directory which includes the promotion of cultural opportunities offered in Sydney to support Korean tourists and students to safely settle in Sydney.

The City's library network promotes a range of programs as part of late night libraries program at Kings Cross, Surry Hills, Customs House and Newtown. The programs have varied, including author talks with Bettina Arndt, Tim Ross and Robbie Buck, film screenings and camp-fire collective, a series of events featuring alternative and emerging comedy performers and other artists.

5.P.3 Manage and strengthen the mix of active frontages and precincts in the city centre.

Major Projects	Completion Date	% Complete	Progress To Date	Status
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Laneways public domain improvements

Deliver improvements to the streetscapes and public areas of city lanes in accordance with the adopted Laneways Revitalisation program.	2014	40	Bulletin Place: Construction is ongoing. Hosking Place, Penfold Lane and Lees Court: Documentation underway. Central and Wilmot Streets: Design development underway. Consultation with key stakeholders commenced. Abercrombie, Tank Stream and Bridge lanes: Design development underway. Consultation with key stakeholders commenced.	On Track
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Chinatown public domain improvements

Deliver the next phase of the Chinatown Public Domain improvement plan (Thomas and Hay Streets).	2017	30	Early Start Projects - Little Hay Street, Kimber Lane and Factory Street and conversion of Dixon Street Pagoda to an information kiosk have been completed. Design development and option testing for the Thomas Street closure and Hay Street improvements is underway with community consultation and stakeholder input undertaken in May 2013. This project will provide an opportunity to develop a significant collaborative integrated public art project that delivers additional public space for Chinatown.	On Track
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City Centre Public Domain Precinct Planning

Prepare Public Domain Precinct Plans for Retail Core, Town Hall precinct, Northern commercial, City South and western edge.	2013	65	Current focus is completing a concept reference design for the George Street light rail transformation project which will provide a key link and improvements to precincts along its spine. Public domain opportunities arising from demolition of the monorail is currently being scoped which will deliver improvements for the Retail Precinct and City South. Assessment of the Ultimo Pedestrian Network upgrade proposal and Darling Harbour Live urban renewal is underway to identify and scope public domain and access improvement opportunities for City South.	Attention Required
			Remedial Action	
			Current focus is completing a concept reference design for the George Street light rail transformation project which will provide a key link and improvements to precincts along its spine. Public domain opportunities arising from demolition of the monorail is currently being scoped which will deliver improvements for the Retail Precinct and City South. Assessment of the Ultimo Pedestrian Network upgrade proposal and Darling Harbour Live urban renewal is underway to identify and scope public domain and access improvement opportunities for City South.	

Develop briefs for priority projects for Chinatown, Harbour Village North (including Barangaroo) and Observatory Hill.	2017	30	Project Initiation Briefs for Argyle Street and Kent Street Underpass and Gas Lane have been prepared. Briefs to undertake design documentation currently being prepared. The City is currently undertaking detailed design development for Thomas and	On Track
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5.P.4 Support the development of small scale spaces for cultural, creative, retail and small business on streets and lanes.

Major Programs	Progress To Date	Status
Laneways Business Approvals		
Work with relevant authorities and partners to streamline the processes for approving set up of new small bars and other fine grain businesses in City laneways. Provide guides and make available information to the public	The office of Liquor and racing have announced a new small bar licence. The City provided a platform thorough the 101 business seminar series to make their initial public announcement of how this will work	On Track

5.P.5 Support the development of appropriate small business and diverse new bars and restaurants in the city centre.

Major Programs	Progress To Date	Status
Laneway and Finegrain Business		
Generate and service business leads for prospective laneway businesses, and support new small business start ups through use of Laneways and Finegrain Business Grants, and other incentive programs.	Interest in the Finegrain Business Development Matching Grants Program continues. Over the past year, one application was approved and this was for Sucasas Pty Ltd trading as Tapavino. Towards the end of the financial year, a campaign was launched to promote the program, and this campaign has yielded 16 new enquiries. A further application for a grant for a new small bar in Bulletin Place was assessed in the financial year.	On Track
Promote, in partnership with other relevant authorities, the agreed criteria to guide and manage the revitalisation of the City's laneways and finegrain spaces.	Business 101 workshops under way and continue to be over subscribed. City Centre Public Art Strategy which incorporates laneways has been endorsed by Council. Closure of Eagar Street and Temperance Lane completed. Design and documentation of laneways off George Street underway.	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	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Amount of footway dining in the city centre (total)	m2	2,474.6	2,696.04	2,600	2,690.97	2,722.22	2,765.62	2,623.92	2,623.92		On Track

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

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Small bars opening across the local government area	No.	40	13	-	5	2	4	3	14	Small bars still continue to provide an interesting and attractive business proposal for both new operators and customers alike.	Indicator Only

6 Vibrant local communities and economies

Building communities and local economies by supporting diversity and innovation in the City's villages

6.P.1 Maintain and enhance the role and character of the Villages and places

Major Projects	Completion Date	% Complete	Progress To Date	Status
Village Centre Plans				
Complete Village Plans and develop an integrated reporting mechanism.	2015	90	Following extensive consultation with community through workshops, online submissions and peer consultations for groups such as youth, homeless people, and Aboriginal community. The 10 draft village plans have been developed, which are informed by over 4,700 ideas, suggestions and concerns received. Plans have now been updated with the latest Census data. They will subsequently be updated with recently released data on the City's workforce from the City's Floor Space and Employment Survey and submitted for Council consideration.	On Track
Green Square Community Plan				
Complete the plan and review service delivery to meet the plan objectives.	2013	0	This item has been absorbed into the Green Square village plan.	On Track
Plans of Management for Community Land				
Adopt Plans of Management for all Community Land in the city.	2012	100	The Generic Plan of Management - Parks, Sportsgrounds, General Community Use Land has been adopted. The plan will be reviewed in two years.	Complete

6.P.2 Create a network of Village Centres as places for meeting, shopping, creating, learning and working for local communities

Major Projects	Completion Date	% Complete	Progress To Date	Status
Integrated community facilities plan				
Implement the Integrated Community Facilities Plan to guide the capital works program for community facilities [ongoing to 2030].	2015	100	The Integrated Community Facility Plan is being informed by consultation on Village Plans.	Complete
Village Public Domain Plans				
Complete and implement village public domain improvement plans for Harbour North and develop strategy for future plans arising from Village Plans	2015	40	<p>The Chinatown Public Domain Improvement Plan was adopted by Council in May 2010. Design development for the Thomas Street closure and Hay Street improvements is currently underway.</p> <p>The Harbour Village Public Domain Plan was adopted by Council on 14 May 2012. Priority projects currently under development include Argyle Street improvements and upgrade of the Kent St Underpass.</p> <p>Co-ordination is ongoing with the Barangaroo Delivery Authority on Headland Park integration works associated with Dalgety Road and Munn Reserve.</p>	On Track

The Public Domain Strategy for Green Square Town Centre was adopted by Council in March 2013. This Strategy will inform the design development of the public domain and infrastructure rollout for the new streets and public spaces that form the Town Centre.

Green Square Library and Civic Square				
Develop and manage the Green Square Library and Civic Square public domain plan	2015	25	<p>The International design competition for the library has been completed with the competition winning team approved by Council in February 2013. The competition scope includes both the Library building and Civic Square.</p> <p>The draft Green Square Town Centre Public Domain Strategy was adopted by Council in March 2013. This Strategy which will inform the design development of the streets and public spaces including the Civic Square.</p>	On Track
Sydney Town Hall				
Clock tower upgrade and external façade works	2015	40	<p>Lighting and Clock Tower: Construction commenced in Feb 2012. Seismic bracing trial assembly successfully completed. Installation due in July 2013. Seismic bracing steelwork delivered to site and installation commenced.</p> <p>External Works Stage 2: This project is in tender phase. Tender closes on 16/7/2013.</p>	On Track
Burton Street Tabernacle				
Adaptive reuse and refurbishment of the Tabernacle	2013	80	<p>Ongoing construction management with focus on key milestones, also includes resolution of plant room and facade steel. On going consultation with adjacent neighbours and Darlinghurst Theatre Company.</p> <p>Back of house lockup stage to be reached by 19/7/13.</p>	Watch
Community Facilities Upgrades				
Erskineville Town Hall external works	2013	100	This project has been completed.	Complete
Glebe Town Hall upgrade	2013	100	Project completed.	Complete
Paddington Town Hall upgrade.	2013	100	Project completed.	Complete
Kings Cross Library and Neighbourhood Service Centre Upgrade	2014	40	This project is in design phase. A Request for Quotation has been prepared for additional base building upgrade works.	On Track
Juanita Nielsen Community Centre.	2013	25	This project is in design phase. Development Application lodged June 2013. Documentation under way.	On Track
Green Square Community Centre and Library (subject to the pace of development in Green Square)	2020	2	This project is in design phase. Pre-Design and competition refinement underway. Return Brief to be prepared prior to concept design.	On Track

Heffron Hall Upgrade	2015	20	This project is in design phase. Development Application lodged in April 2013. Documentation is under way.	On Track
Village Main Streets Improvement Program				
Crown, Cleveland and Baptist Street intersection upgrade – Stage 1 priority works will be completed 2012 – Stage 2 long term works 2014	2015	30	<p>Stage 1. Works include hedge and tree planting to a section of Cleveland Street and a paving and planting upgrade of Baptist Street. Completed in September 2012.</p> <p>Stage 2 . Consultation complete and Scope Report being prepared for Crown Street works. Construction for further hedge planting in Cleveland Street has commenced</p>	On Track
King Street Newtown Smart Poles	2013	75	<p>Stage 1: Installation of midblock Smartpole lighting on King Street between Wilson Street and Missenden Road completed. Footpath widening and new paving outside Newtown Station completed.</p> <p>Stage 2: Contract for installation of Smartpoles at signalised intersections and associated pavement works is in progress.</p> <p>Stage 3: Scope for paving make good works to be finalised.</p>	On Track
Accessibility upgrades				
Accessibility upgrades to City of Sydney community buildings	2013	75	Accessibility works to community buildings are progressing well. Minor works at St Helens complete. Eternity Playhouse building refurbishment has commenced, to be completed Q1 2013/14. Erskineville Town Hall works are complete which includes an accessibility component. Minor works at 107 Redfern St under way which involves accessibility. Audit of Over 55 centres complete and works being progressed for next financial year. All new works in the capital program to buildings will encompass an accessibility aspect due to the revised Disability Discrimination Act, e.g. Juanita Nielsen and 277 Bourke Street, Childcare.	On Track
Youth facilities				
Waterloo Oval Youth Facility	2013	100	This project has been completed.	Complete
Parks and Open Space Upgrades				
Belmore Park	2013	75	Draft Masterplan to be finalised. Priority works for 2013/14 to be confirmed with a scoping report to Council in 2013.	On Track
Victoria Park Improvements	2017	0	This project is not yet due to commence	
Hyde Park Plan of Management works	2017	5	This project is in design phase. Implementation report to be finalised. Project on hold.	Watch
Glebe Foreshore stage 5 and stage 6	2013	45	This project is in design phase. Development Application lodged Feb 2013. Engagement with school stakeholders regarding detail design issues and construction/access. Documentation 95% awaiting consent conditions. Tender project in August 2013. Construction due to commence late 2013. Project on track.	On Track

Woolloomooloo pocket parks and public spaces, including lighting and paving	2015	25	Completed projects: Forbes Street Improvement, Walla Mulla Park and Bourke Street Park. McElhone Stairs Lift: This project is in concept development. Project Plan completed. Review and revise program.	Watch
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Pools and Leisure Centre Upgrades

Perry Park	2013	10	Scope has been amended. A revised Scope report to be prepared for Council by end 2013. Revised program and project plan required once scoping report approved by Council.	On Track
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Oxford Street Property Plan

Oxford Street Property Plan includes Foley Street upgrade.	2014	10	Project plan and scope has commenced.	On Track
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William Street Property Plan

William Street Property Plan	2014	10	Project plan and scope has commenced.	On Track
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Small Playgrounds and Pocket Parks

Parks general Capital works Oxford St East Road Closure Parks (Napier Street)	2015	25	Project documentation being finalised for tender. Tender due first week in July unlikely to be tendered till mid- August.	On Track
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Major Programs

Progress To Date

Status

Community facilities

Encourage access to community facilities for use by community groups for meetings, activities and events	During the year there were over 8,500 bookings for the City's community facilities by a range of community groups, Non-Government Organisations, private hirers and council groups. Activities in venues from these bookings included meetings, workshops, art, craft and exercise classes, education and learning seminars. In addition, the City received almost 2,000 enquiries from people interested in using one of the City's venues for their activities in the future. Expressions of Interest are currently being sought through the City's Accommodation Grants Program for the use of two rooms within Erskineville Town Hall. Development applications have also been lodged for the refurbishment of the Juanita Nielson Centre at Woolloomooloo and Heffron Hall in Darlinghurst. When complete, the refurbishment of both buildings will provide increased flexible space for use by community groups for meetings, activities and events. Redfern Town Hall and Glebe Town Hall also reopened after refurbishment.	On Track
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6.P.3 Provide accessible community-level social infrastructure, services and programs across the city

Major Projects	Completion Date	% Complete	Progress To Date	Status
Social Sustainability Strategy				
Complete and implement the Strategy and update the Strategy with data from the 2011 Census and other sources	2014	90	The draft Social Strategy is currently being finalised.	On Track

Physical Activity Strategy

Develop a Physical Activity Strategy for the City's aquatic facilities, parks and open space areas.	2013	0	Project has been deferred until the Social Sustainability Strategy has been developed.	Watch
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Childcare Facilities

Additional childcare facilities at Darlinghurst. 277 Bourke Street Property	2014	20	Concept design is completed in accordance with the endorsed scope. Community consultation update held on 13 April 2013 at Heffron Hall. Development Application Lodged June 2013. Documentation phase commenced.	On Track
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Investigate the development of new childcare sites in high demand areas	2014	25	A number of potential sites have been identified and are currently being assessed for viability.	On Track
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Major Programs

Progress To Date

Status

Child Care Services 0-5 year olds

Provide long day child care services in Alexandria, two extended hours' preschools in Glebe, and occasional child care services in Redfern for children 0-5	Throughout 2012/13 the City's 4 child care centres continued to provide an educational program linked to the Early Years Learning Framework to the children enrolled at the centres. Children had the opportunity to be involved in learning experiences, such as, visual arts, music and movement, literacy and numeracy and physical activities. Children were also taken on various excursions that included a visit to Reverse Garbage in Marrickville and the Australian National Museum.	On Track
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The Centre Coordinators are continuing to work collaboratively with their teams to implement the National Framework and specific Quality Improvement Plans for each centre and documenting their progress. Five of the City's Childcare Centres have received service approval by the National Regulatory Authority and so far 3 out of the City's 6 Out of Hours School Care programs have received service approvals.

Undertake annual assessment of child care needs in the City.	Work has commenced on a comprehensive Child Care Needs Assessment for the City.	On Track
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Child Care Services for 5-12 year olds

Provide after school and holiday care for 5-12 year olds in The Rocks, Pyrmont and Ultimo, as well as three after school and holiday drop in activity programs in Surry Hills, Woolloomooloo and Redfern	The City's six Children's Programs provided a range of after school and holiday activities for primary school children, supporting families with workforce participation, study and providing activities to children who may not otherwise be able to access these services.	On Track
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In 2012/13, 680 families enrolled to use the City's after school care and vacation care programs and there were 49,686 attendances.

To meet the requirements of the National Quality Framework, Woolloomooloo, Redfern and Surry Hills Children's Programs applied for and were granted service approval in March, April and May 2013 respectively. A Quality Improvement Plan was submitted by the Redfern Children's Program in June 2013. Applications for service approval for King George V, Ultimo and Pyrmont Children's Programs are being processed and approval is pending.

Library services

Provide nine Library branches and two Library Links, outreach services and a range of programs and resources in the City of Sydney's libraries to reflect the interests of diverse and multicultural community.	The Library connects, inspires and enriches the city by providing specialised library services, dynamic collections, diverse programs and welcoming public spaces to reflect the needs of our community. The library continues to serve its diverse communities through the acquisition of new items for the GLBTIQ collection and to grow the multicultural languages collections including works in Russian, Chinese, Thai, Laotian, Vietnamese, Korean and Japanese. New items were also added to the Koori Collection at Waterloo Library.	On Track
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Provide resources and conduct services and activities for a diverse community of residents and workers reflecting the changing role of libraries

The library has sought to inform and enrich the community through the following programs;

On Track

'Apartment Pets' at Green square Library (an event on how to keep your pets happy and entertained in an apartment)
;'Freak Me Out' at Surry Hills Library (a film night showing excerpts from the Sydney Film Festival's Freak Me Out program)
;'Street Art of Sydney's Inner West' at Newtown Library (an event discussing the significance of street art and the artists who create it)
;'Grant-writing workshop at Customs House Library (an event offering a practical guide to grant writing)

The library has continued to focus on teaching computer skills to both beginners and advance users.

History and heritage

Develop exhibitions and public programs to showcase the Civic Collection. Curate and develop the collection in line with the Curatorial Policy.

The City continues to enhance the Civic Collection through acquisitions and loans from leading artists, including Reg Mombassa NYE, Nana Ohnegorge, Bruce Goold, Salvatore Zoffrea, Pia Larsen, Catherine Nelson and John Wolseley.

On Track

Produce and promote local histories and provide historical research to assist in City decision-making.

Park histories are being researched to support interpretive information in parks as part of the standard signage. Research to support staff has included interpretation of the Eternity Playhouse, Fitzroy Gardens, Green Square, George street trams, street names, and park names. A major history of the establishment and services of Aged Care and Welfare Centres was researched to support the food services review.

On Track

The City provides content and historical context for media stories and responds to enquiries from students and the public. House histories, the old Sydney burial ground, street names and the location of old businesses are all popular topics of public enquiry. A historian was commissioned in Q3 to develop an online guide and library workshops on how to do your house history, and a successful pilot workshop held during Heritage Festival in Q4.

The City has been researching and writing a manuscript for a history of the southern industrial area of Redfern, Alexandria and Waterloo. This historical work has supported a number of street name and park name proposals, as well as heritage assessments and interpretation.

The aldermen website (which went live in Q1) continues to attract positive feedback and is soliciting new information from researchers, indicating that this resource is meeting community needs and interests and is a useful civic history research tool for historians, journalists and members of the public.

The City has developed a History Policy that provides the framework for how the City researches, presents and supports history in our local government area.

The History Unit presented public programs, talks and lectures throughout the year, including the successful Woollen Yarns exhibition at Customs House in Q1 and Heritage Festival in Q4. A City staff member spoke at TEDxSydney about history and digital archives in Q4, providing cultural leadership for the community.

Provide oral histories available online and responsive to community interests.

The Oral History Collection themes are: Open All Hours, Shelter, Shared Terrain, Our City, Art and Life, Belief. Interviews are commissioned and collected along these unifying thematic lines, established to align with the City's strategic directions and to support the research areas of corporate history, community and social history, and urban history.

On Track

The new oral history website delivers oral history interviews as both excerpts and full interviews, in audio and transcript form. This comprehensive presentation provides audiences unprecedented access to the City's Oral History Collection. The website acts as a catalogue and an archive, allowing the Oral History Collection to grow, with interviews being added regularly to the website. The website sets a new benchmark for the interpretation and dissemination of oral history. It caters for casual discovery and dedicated research.

An oral history project has been developed for Eora Journey around the Artwork Honouring Aboriginal Service Men and Women. An Aboriginal historian was appointed in late June to conduct the oral histories, which will form part of the City's Oral History Collection and will help inform the development of the artwork.

The collection and transcribing of oral histories continues apace. Interviews around the themes of Shared Terrain and Belief have been progressively transcribed and archived. Historians have been commissioned for collecting interviews around the subjects of Visual Arts, Performing Arts (theatre), and Performing Arts (cinema). A number of outlying interviews drawn from suggestions and connections were also undertaken.

Security and Emergency Management

Support police to rapidly assess and respond to situations through 24 hour monitoring of street activities and provision of CCTV footage.

The Street Safety Camera Program assisted in the management of 965 incidents between April and June 2013, bringing the total number of incidents managed for the year to 3,965.

On Track

The City received 345 applications for footage between April and June 2013, bringing the total number of applications for the year to 1,460. This is an increase of 164 applications over the previous year and can be attributed to the installation of additional cameras in Kings Cross in August 2012.

The City released 218 items of footage between April and June 2013, with an annual total of 886 items of footage released for use in the investigation and prosecution of offences.

Work with the community to build capacity to respond to and recover from emergencies.

Following amendments to the State Emergency and Rescue Management Act, the Local Emergency Management Committee (LEMC) has commenced a review the Local Emergency Management Plan to ensure consistency with the Act and the Regional and State Emergency Management Plans.

On Track

The LEMC has commenced a review of the risk assessment for the Local Emergency Management Plan. This is expected to take 12 months and will require consultation and collaboration with the community and government agencies. The risk assessment will provide input into prevention, preparation, response, and recovery activities in the Local Emergency Management Plan.

The City also joined the advisory committee for the 'Emergency Management Planning - Piloting a Health Check for Local Government' project. Coordinated by the Sydney Coastal Councils Group, this project aims to develop and test approaches for measuring the capability of Local Governments to fulfil their roles in emergency management. This project is expected to be completed by February 2014.

The City continues to maintain the 'Let's Get Ready' website, designed to encourage the community to prepare in the event of an emergency.

Develop and implement emergency management plans for all Council community facilities and properties

The City provided 164 training and evacuation exercises for Council properties in 2012/13 in accordance with the annual program. These exercises are designed to ensure staff and customers are evacuated safely in the event of a building emergency.

On Track

Community Safety

Work with community, police, residents, local businesses and other stakeholders to implement location or community specific strategies and initiatives to improve safety, prevent crime and anti-social behaviour.

The City hosted a Police Round Table meeting with all seven Police Local Area Commanders and Regional Commander, Mark Murdoch, to address priority crime and safety actions for the City. As part of the development of the City's new safety and wellbeing strategy, the City hosted a workshop for all social housing stakeholders to identify priorities to create a safer environment for all people living in community or public housing precincts. In order to enhance the City's response to safety in public housing communities, three public housing tours were coordinated to demonstrate the complex social and environmental elements unique to social housing.

On Track

In partnership with the Sydney Institute of Criminology, the City commenced the evaluation of the Glebe Community Safety Plan 2009-2012 by conducting focus groups representing the diversity of the local community. Since the implementation of the Glebe Community Safety Plan, it is reported that crime and antisocial behaviour has significantly reduced among young people in the local area.

The City has developed a crime mapping tool using the Geographical Information Systems (GIS) to monitor crime trends across the local government area in order to:

- view hotspots for 12 crime categories in each village
- view five-year data trends by village for all crime categories
- compare five-year trends between different villages for all crime categories
- overlay the crime data with other spatial information like alcohol-free zones, locations of licensed premises, CCTV cameras or sensitive land uses.

The City has mapped all adult entertainment premises so that generating data on approved adult entertainment and sex industry premises within the City is a streamlined process enabling access to the business location, operating conditions, accessibility and data for anti-clustering assessments.

The City launched a new safety resource for international students, distributed to over 120 educational institutions in the City of Sydney, as well as hosting a workshop to educate international students on personal safety and accessing emergency services. The City partnered with the Department of Trade and Investment to host the International Student Round Table to address safety, work conditions and their introduction to Australia upon arrival.

City staff worked in partnership with local residents, businesses, visitors, Police, NSW Health, Family and Community Services, NSW Land and Housing Corporation, St Vincent's Hospital, universities and community organisations to address crime and safety issues in the local government area. City staff participated in the local community safety precinct committees in the seven Police commands, the Waterloo Wellbeing Safety Action Group, local Neighbourhood Advisory Boards, the Redfern Waterloo Combined Services Group, Community Drug Action Teams, Sharps Management Committee and Designing Out Crime workshops through University of Technology's Winter School.

The City is working with Redfern and Waterloo residents to minimise the impacts of injecting drug use through assessing lighting options and environmental design to increase natural surveillance in local neighbourhoods. The City is also investigating options for a community sharps management system for Waterloo and Redfern public housing precincts and working with Redfern Police on how to encourage community responses to safety concerns. The City's community sharps bins network successfully diverted 278,442 needles from the public domain and domestic waste streams from throughout the local government area.

Alcohol Related Crime

Monitor and respond to levels of alcohol related anti-social behaviour and violence. Manage existing alcohol free zones, alcohol prohibited areas and public requests for new zones/areas.

The City has completed the required community consultation process for new proposed alcohol free zones for eight streets and two new proposed alcohol prohibited areas for public housing precincts. The City reviewed 60 existing alcohol free zones due for renewal in collaboration with local Police commands, residents, business and community organisations.

On Track

The City has evaluated the Waterloo Green alcohol restrictions through consulting local residents, community groups and Police. Over ninety percent of residents living within the restricted areas are supportive of their ongoing application. The City is working with the Redfern Waterloo Community Drug Action Team to establish ongoing outreach to people who drink in public places who may benefit from access to treatment and engagement with support services.

Volunteering

Provide and support opportunities to volunteer for all members of our diverse communities in a range of activities across City of Sydney functions

In 2012-13, the City engaged on average 886 volunteers each quarter.

On Track

In Q4, the City engaged 1,084 volunteers. Some of the key areas were:

- Delivering Meals on Wheels to disadvantaged residents and helping out with centre programs in seven Over 55 centres [80]
- Community gardening volunteers [380]
- Landcare volunteers [60]
- Archive volunteers [31]
- Sydney Town hall Tours [24]
- Tourist Information Kiosks volunteers [14]
- Living in Harmony volunteers [472]
- Library and Children Services programs [23]

Ageing in the Community

Provide a range of Healthy Ageing activities and services through the GOLD program to support people Over 55 to live active, independent and connected lives.

In 2012/13 Over 55 Services continued to provide a wide range of healthy lifestyle and recreation activities for older people, to enable them to remain active and connected with their communities. Over 60 regular healthy lifestyle activities funded or organised directly by the Over 55 Services team took place every month at a variety of locations, including local parks, each of the City's six Over 55s Centres, at the City's Recreation Centres and swimming pools, and at other community based locations. These ranged from regular exercise classes, fishing trips, talks and workshops, art and craft classes, social lunches and social bus outings, Seniors Week, Chinese New Year, National Volunteers Week and Christmas. All activities are provided free or at low cost.

On Track

Highlights from this quarter include two Biggest Morning Tea fundraising events for Cancer Council NSW, held at Cliff Noble & Harry Jensen Centres, and the Over 55 Services Volunteers Recognition Event during National Volunteers Week on 15 May 2013 at Sydney Park Pavilion, attended by 59 volunteers. Special Men's Health Week activities were organised at Harry Jensen and Cliff Noble Centres involving information talks and free exercise classes; a Centre anniversary lunch was held at Harry Jensen Centre; and a special Mother's Day bus trip for 40 people was held on 30 May 2013.

Major Venues and Open Spaces

Provide opportunities for community events and celebrations through use of City of Sydney's major venues (Sydney Town Hall, Barnet Long Room and Paddington Town Hall), and facilitate and support local community celebrations in the City's parks, open spaces, and streets.

The City's major venues and public spaces were well utilised for events and other activities in 2012/13, above the forecasted levels of activity.

On Track

Events included a wide range of community based concerts, celebrations and festivals, together with commercial bookings.

Responsible Companion Animal Ownership

Promote and provide free microchipping and discounted companion animal registration fees for pensioners. Work with other agencies to promote pet desexing, including reduced fees for pensioners and transport to and from vets. Provide free dog obedience training courses for residents.

In Q4, the City continued to provide free micro-chipping services to eligible City residents, (those who have pensioners or health care cards), through "Operation Cat", which is conducted in co-operation with NSW Cat Protection Society. The service was promoted through the City of Sydney web-page and advertisements for events. The City also provided free registration for an eligible pensioner's first animal with heavily discounted registration fees for any other pets owned by that person.

On Track

In Q4 the City's subsidy of a pet de-sexing programme continued, providing residents with free transport for their animals to and from a veterinary practice .

The City's dog obedience training continued with 47 dogs completing the course, in Q4. This figure is higher than last quarter when 27 completed the course. Since the inception of the dog obedience training, 2549 dogs and their

owners have completed the course.

Manage and patrol the City of Sydney's off-leash parks and significant on-leash recreational parks, to educate dog owners about their rights and responsibilities, monitor safety and the amenity of the parks and report unsafe or potentially unsafe situations.

In Q4 the City Rangers and the Companion Animals Liaison Officer continued to conduct uniformed and plain clothed patrols of parks and open spaces within City's Local Government Area, to ensure dog owners are exercising their animals responsibly and all park users can enjoy an equitable use of the facilities.

On Track

Youth Program

Deliver recreational, educational and vocational programs to young people aged 12 – 24 years old.

Throughout the year the City's Youth services team has continued to provide a wide range of recreational, educational and vocational programs and initiatives for young people aged 9 to 24 to enable them to be connected with their communities.
Program highlights include:

On Track

A weekly card game competition involving young people from Alexandria Park Community Centre and seniors from the Cliff Noble Centre to promote intergenerational engagement.

Youth Week in the City 2013 which consisted of over 20 events and engaged 1500 young people including 70 young people who received either paid employment and/or work experience during the week.

The City supported Glebe Youth Service and The Fact Tree Youth Service to deliver the After Dark Programs to provide safe activities to engage young people on a Friday and Saturday nights in Glebe, Waterloo and Redfern.

6.P.4 Develop and support local economies and employment

Major Projects	Completion Date	% Complete	Progress To Date	Status
Economic Development				
Investigate the need for and develop economic development programs to support entrepreneurs and small business	2014	25	Work continues on the development of an action plan to support entrepreneurs and start-up businesses in the creative and digital sectors. Pilot projects delivered throughout the year include the very successful Start-Up 101 seminar, Council committed to sponsorship of Springboard Enterprises, a business accelerator program for women entrepreneurs and hosted two events as part of this sponsorship. Council also supported CeBIT, southern hemisphere's largest technology conference held in May in Sydney. Support for the sector generally included facilitation and networking to connect new entrants to existing businesses in the sector.	On Track
Investigate the need for and develop programs to support Aboriginal economic development initiatives	2014	5	The City has commenced the development of the Eora Journey Economic Development plan and has engaged specialist consultants to undertake the first phase of research to inform the plan.	On Track
Floorspace and Employment Survey Reporting				
Analyse and report on the results of the five-yearly Floorspace and Employment Survey for each Village business precinct	2013	95	Data Consolidation for the Floor Space and Employment Survey was completed in May. The validation of the data was undertaken on a Village by Village basis, and was completed for all ten Villages in June. Summary reports for 8 of the 10 Villages have been completed in draft format, with Chinatown and City Centre North nearing completion. The Local Government Area and City Centre (Precinct) will follow. Results indicate that employment grew between 2007 and 2012 in 9 of the 10 Villages, and that the total employment growth was 51,633. Twelve of 19	On Track

City-Based Industry sectors recorded employment growth. The number of businesses grew by 2,062. Reporting of Industry Sectors will continue through 2013/14.

Village Business Precinct Studies				
Major Programs	Progress To Date			Status
Economic Development				
Develop precinct studies for each Village business precinct, incorporating the findings from the Floorspace and Employment Survey	2013	5	Precinct studies have not been commenced in the 2012-13 financial year due to the delay in the compilation of the Floor Space and Employment Survey data. The need for these studies has changed and they will be replaced with Local Economy Precinct Profiles (with commentary). The development of these profiles has now commenced now that the Floor Space and Employment Survey data is available.	On Track
Provide precinct and business partnership support to encourage small businesses to operate in main streets through the provision of grants, business development advice and economic information. Provide a Business Development Coordinator with Marrickville Council for the Newtown Village Centre.	<p>Eight Business 101 Workshops run in the year attracting attendances of between 120-170 people to each session (including Live Music, Pop Ups, Introduction to Start Ups and So you Want to Start a Small Business).</p> <p>Four Lets Talk Business Seminars run in the year attracting average attendances of 160 people (focusing on the new mobile consumer of today to assist business performance and productivity)</p> <p>Two forums were hosted in the year attracting attendances of 60-80 people (focusing on tools for successful placemaking)</p> <p>Ongoing working relationships with -</p> <ul style="list-style-type: none"> - Sydney Business Month (which in May 2013 hosted 30 workshops, seminars and networking events) - Office of the Small Business Commissioner (including promotion of the Small Biz Bus and Business Mentoring Program) - Destination NSW (campaigns and events, and boosting content on sydney.com to increase visitation to the City's villages) <p>Destination Marketing initiatives to drive visitation to the villages -</p> <ul style="list-style-type: none"> - Sydney Style Seekers Guide - 4 page advertising spread - Slices of Sydney Guide - Reprint of 80,000 copies of the guide, distributed to all leading visitor outlets - Creative Trails - Time Out feature lift out on creative precincts (Walsh Bay, Oxford Street, Redfern and Chippendale). 			On Track
Work with local businesses and the community to develop priority precincts including Oxford Street and William Street	<p>Throughout the year the City continued to work with local business and community to support the revitalisation and development of priority precincts including Oxford Street and William Street.</p> <p>Key Oxford Street highlights include:</p> <ul style="list-style-type: none"> - In Q1 the City hosted a Round Table with local businesses and the community from the Oxford Street precinct. The stakeholders identified key themes and opportunities through this discussion including the brand of the area, transport and public domain, street activity, funding and resources and working together as key priorities. The Round Table also provided an opportunity for the City to 'report back' on its activities over the previous 12 months. - In Q2 a follow up workshop took place in order for local business and the community to come together, with the City, to prioritise actions and establish communication and decision making mechanisms. In addition a private online forum has commenced on the SydneyYourSay website to be used as a key communication tool by these stakeholders. - In Q2, two year lease renewals for 18 creative retail and office tenants in Oxford Street were completed, with the affordable space expected to support hundreds of small to medium sized enterprises, organisations, workers and 			On Track

practitioners in the coming years.

- City staff have continued to work with the Paddington and Darlinghurst Business Partnerships with introductions to appropriate cultural contacts and opportunities for improving Oxford Street.
- In addition, a series of meetings have been coordinated with various cultural stakeholders and local businesses including College of Fine Arts, Arts Hotel and relevant City staff to discuss the possibilities for creative activation and projections;. Barry Kedoulis from GBK Gallery met with staff to discuss opportunities activation of vacant space in Oxford and William Street for Art & About; while Kaldor Art Projects are now meeting with staff about opportunities for exhibitions in the Oxford Street precinct.
- In Q2, to extend the City's village Christmas celebrations and support Christmas retailing, the Sydney Gay & Lesbian Choir performed in Taylor Square North on the Thursday evening before Christmas, complementing the Christmas window decals (provided by the City) and local retailer activities.
- In Q3 The Oxford Street Creative Precinct Network was established to bring together key cultural organisations, businesses and individuals from the precinct and facilitate stakeholder communication, knowledge sharing and exchange of information; encourage collaboration and joint programming and/or marketing; and determine issues for advocacy or intervention. The network has met several times and have established a Terms of Reference and key priorities for the year - including collaboration, strategy and marketing.
- In Q4, a selection of the Oxford Street creative tenants took part in the Art Month Darlinghurst Precinct Night where tenants opened their doors to the public. More than 300 people visited during 2 hours on the DIY tour.

Key William Street highlights include:

- In Q2 an Expression of Interest called for one office floor (500sqm) as affordable creative work space.
- While commercial tenant Cloth Fabric has been thriving in their showroom space, commercial office tenant Hub Sydney commenced occupation of one of two floors (the second floor to open in January 2014) in Q3 .Hub Sydney is a membership based co-share office space for creative enterprise.
- In Q4 staff activated the ground floor showroom windows with Short Term Creative Space register tenant Stills Gallery, who will activate the show rooms windows while capital works to the building are completed and commercial tenants for the showrooms are secured.
- In Q4 affordable creative space tenant Wis(c)h also commenced planning and occupation of the Level 3 office space. Wis(c)h is a co-share space for a range of creative enterprises including fashion design, architecture and visual arts. It is anticipated that the official launch and commencement of media will occur in July 2013.
- The capital works for six 1 bedroom apartments were completed in Q4, and an Expression of Interest for Creative Tenancy Management Services will be called for in July 2013 (occupation anticipated by end-2014).

Work with the Roll Up Redfern Working Group to implement the recommendations of the Redfern Business Precinct Study

Redfern Shopfront Improvement Grants approved in the financial year as follows -

- 193 Regent Street, Redfern \$3,000.00
- 178-180 Redfern Street, Redfern \$6,797.50

On Track

Redfern Shopfront Showcase attracted 24 participating retailers, with installations by 29 TAFE students. Window displays on show throughout May 2013 with a public vote choosing the winning display.

Late Night Trading Premises

Inspect and monitor late night trading premises (including trials) to ensure compliance with regulations and development consents, in addition to addressing community concerns and safety. Continue night inspection activity and joint inspection operations with Police and Office of Liquor and Gaming, focussing on high risk premises.

Inspections of all high risk licensed premises subject to trial period development consents continue to be completed to scheduled targets.

There is generally a higher level of compliance as the seasonally quiet winter period progresses. Noise issues were the dominant matters of complaint primarily in the East and Central areas where the higher concentration of older residential dwellings are located in proximity of venues providing music and entertainment.

Education on compliance requirements of licensed premises operators undertaken through the City's Small Bars 101 and Live Music 101 seminars, along with the late night inspections program, has facilitated reducing complaints.

The City's licensed premises database is now closely replicating the Office of Liquor Gaming and Racing licensed premises records, through updating and sharing of information at a local level.

On Track

Training, Education and Employment

Deliver and support initiatives that improve training, education, enterprise programs and employment outcomes for our diverse communities. Provide pathways into employment for our most disadvantaged community members. Build opportunities for lifelong learning and new experiences.

The City provided internships to 3 Social Work and Social Science students during Q4 and a total of 7 internships during 2012/13. These students worked on the implementation of Living in Harmony Festival, Connect Sydney Community Capacity Building training, the review of the City's Homelessness Strategy and the International Student Leaderships and Ambassador programs.

On Track

Forty international students have been selected as part of the City of Sydney's first International Student Leadership and Ambassador Program. The program gives the international student leaders training and mentoring to assist other students in need, as well as a chance to connect with the local community while they are studying in Australia. In the past 2 months, the students took part in leaderships and communication skills training.

The City worked with the Hilton Hotel to undertake the Bright Blue Futures program that involved 10 local unemployed young people undertaking hospitality training and career coaching. As a result of the program 4 young people found employment outcomes.

Building Inspections

Inspect building construction works and initiate appropriate, effective and prompt action where necessary to ensure compliance with conditions of consent. Critical stage inspections will be carried out within 48 hours where City of Sydney is the appointed principal certifier. Ensure all construction activity in the City is carried out within minimum risk to public health and safety.

The amount of mandatory inspections undertaken for the Q4 period was 242. All inspections were completed within the set standard of 48 hours. Overall, 1047 building inspections were undertaken for the four quarters for the construction of buildings relating to construction certificate and complying development applications. All were undertaken within the specified time frame of 48 hours.

On Track

Public Health Inspections

Deliver a program of public health inspections targeted at high-risk premises

In the last twelve months Council's Environmental Health Officers have inspected 92% of medium and 96% high risk food businesses. Council's Environmental Health Officers also investigated 100% of food complaints for the year and the relevant compliance action was carried out for any breaches. A total of 708 cooling towers were inspected this financial year. Additionally, 302 public/commercial swimming pools were inspected over the year.

On Track

Public Health Education

Provide access to educational information and seminars for relevant operators on public health matters related to food safety, legionella control, swimming pool and spa pool education and skin penetration practices

The Health and Building Unit continue to provide free training seminars on food hygiene for businesses. Courses have been delivered monthly with the next scheduled in late July. Health and Building have maintained a range of free fact sheets for food businesses and provided up to date information via the web pages. The team continue to maintain an up to date list on the web site, of premises participating in the scores on doors program, enabling the public to access information on the compliance levels of businesses.

On Track

As of June more than 422 food businesses are participating in Councils Scores on Doors program recognising and promoting good food safety performance.

A new newsletter aimed at the City's food businesses has been developed and will be distributed in July/August.

Fire Safety

Ensure compliance with fire safety regulations through regular monitoring of properties, investigation of complaints, and monitoring of the City's Annual Fire Safety Statement Register

Councils Building Surveyors maintain compliance with regulatory fire safety regulations through investigation of customer requests relating to matters of fire safety. Customer requests are being actioned and investigated within unit time frames

On Track

Regular proactive fire safety inspections are carried out on high risk buildings such as boarding houses and backpackers.

The City maintains a register of properties subject to the submission of annual fire safety statements. This register currently lists 4920 properties. These properties are subject to structured monitoring to ensure regulatory compliance.

6.P.5 Improve the quality of high density living in apartment buildings

Major Programs

Progress To Date

Status

Living in Density/Strata

Complete and implement an apartment living strategy.

The City has developed a website for information relating to Strata Living in the City (www.strataskills101.com.au) that provides residents, including owners and renters, with a range of information relating to apartment living. During 2012/13 the City produced three submissions in response to the NSW legislative reviews; the Shaping Future Communities: Strata and Community Title Law Reform Discussion Paper, the Companion Animals Taskforce, that sought options to remove barriers for pet ownership in strata and the discussion paper on Children and Window Safety.

On Track

Define and implement strategies to promote public discussion of issues with living in density / strata.

Eight Strata Skills 101 workshops and two library talks were delivered with 541 participants attending from November 2012 to June 2013. There has been strong support from residents, industry and community as five of the six workshops held in the 2013 were fully booked with waitlists. Participants range in age from 17 – 89 years with more males than females attending. 64% of registrations were from within the Sydney LGA with the remainder from metropolitan Sydney, Wollongong and Melbourne.

On Track

6.S.1 Key Performance Indicators

Local economies - Develop and support local economies and employment

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Amount of footway dining in the Village Centres	m2	2,914.7	3,442.12	3,206	3,367.4	3,227.44	3,282.75	3,023.76	3,023.76	The statistics includes all the outdoor seating in the Local Government Area outside the City Centre.	Watch
Aboriginal and Torres Strait Islander people in training / employment / enterprise programs supported by the City	No	688	1,772	-	703	124	134	155	1,116	The major programs that were conducted this quarter included: Eora Journey - Place Projections, engaged an artist, Eora Journey stakeholder engagement and documentation	On Track

History Unit - engaged Lucy Simpson to adapt her NAIDOC Banner design for the header & footer designs for the Sydney Barani website

Culture & Libraries - engaged Vibe Australia to deliver the NAIDOC in the City event in July.

Gardeners Lodge café

Aboriginal Employment Strategy

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	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Library members	No	32,034	29,103	-	28,432	29,710	27,819	26,761	26,761	The network continues to offer dynamic collections, diverse programs and welcoming public spaces.	On Track
Items borrowed from libraries	000	1,263.12	955	-	364	272	282.39	251.98	1,170.36	Total items borrowed has decreased this quarter, largely due to the closure of Haymarket Library for refurbishment.	On Track
Visitors to libraries	000	1,201.37	1,209	-	333	306	308.44	197.908	1,145.34	The Haymarket branch was closed for renovations during much of the quarter.	On Track
Children's services - Provide affordable, safe, stimulating and educational activities and programs for children to enhance their positive growth and development, and assist families in balancing workforce and community life participation											
Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Families supported through City of Sydney provided child care services	No	1,147	1,124	1,000	983	107	163	166	1,419		On Track
Community health and well-being - Provision of quality recreational facilities and open space as places to meet, socialise and to engage in passive and active recreation activities											
Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	89.75	91	85	98	92	92	100	95.5		On Track
Open space per capita (measured annually)	m2	21.02	21.02	24	-	-	-	20.89	20.89	In 2012/13 major park dedications include Central Park at Broadway. Over the next four years it is expected there will an increase in available open space arising from developments such as Barangaroo Headland Park (6 Ha), Harold Park development (3.8 Ha) and numerous parks in the Green Square Urban Renewal Area. The associated population increases with these and other developments will require a review of this	Watch

target.

Area of parks and open space managed by the City of Sydney (measured annually)	ha	188.5	190	190	-	-	-	190.64	190.64	Target achieved - majority of new sites have been nature strips, rain gardens and landscaped traffic treatments.	On Track
Attendances at aquatic and leisure centres	000	1,275.36	1,444.65	1,300	342	458	372	102	1,274	Overall a strong performance across the service despite the impact of closures to the leisure pool at Cook+Phillip Park for major reactive works and both the 50m and leisure pools at Ian Thorpe Aquatic Centre in response to an outbreak of Pseudomonas aeruginosa. Prince Alfred Park Pool commenced operation in May and had approximately 23,000 visits and is attracting a strong loyal following.	Watch

Over 55 - Residents over 55 years old are healthy, active, independent and connected – These are new indicators starting in 2012

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
GOLD participants surveyed who undertake 30 minutes or more physical activity 4 or more times per week	%	-	-	-	79	74	69	78	75		On Track
GOLD participants surveyed who reported GOLD had improved their quality of life	%	-	-	-	62.5	69	66	66	65.88		On Track
Meals on Wheels clients interviewed reporting they have a healthier diet	%	-	-	-	74	63	80	93	77.5		On Track
Clients interviewed who reported that participating in Meals on Wheels improved their physical and/or social well-being	%	-	-	-	73	73	61	90	74.25		On Track

Youth Services

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Young people participating in the planning and delivery of National Youth Week	No	-	52	30	0	0	70	70	70	The number of young people engaged in the planning and delivery of youth week increased this year due to the proactive engagement of young people by staff and an increased number of partnership programs with external agencies.	Indicator Only
People who received paid employment following the completion of pathways to employment programs	No	-	228	50	4	12	52	27	95		On Track

Community support - Support community organisations to improve access to services to reduce disadvantage and build relative equality, and try to fill gaps in service delivery on a needs basis.

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Community groups that use community centres and venues	No	287	299	-	172	196	236	282	282	282 individual community groups booked venues across the whole year.	Indicator Only
Total bookings by community groups using community centres and venues	No	6,861	7,907	-	1,859	1,816	1,867	1,861	7,403		Indicator Only
City-provided programs and partnership programs held at community centres	No	2,150	2,038	2,087	667	713	650	667	2,697		Indicator Only
Attendances at programs and partnership programs held at community centres	No	230,873	238,713	241,863	83,743	83,717	81,819	78,430	327,709	The increase from the previous year is due to improvements in the method of data collection on attendances including the installation of foot fall counters and also due to the proactive engagement of staff with local community organisations around partnership program development.	Indicator Only
Total overall attendance at community centres	No	-	459,235	-	141,385	147,892	141,924	174,403	605,604	The increase in attendance can be attributed to increased marketing activity, increases to population and demand for community services, refurbishment of community facilities such as Glebe Town Hall and Erskineville Town Hall, proactive engagement of new community partners, the increased popularity of programs such as GOLD and improvements to the methods in which attendance data is collected including the installation of foot traffic counters.	Indicator Only
Health promotion events or activities relating to the promotion of healthy choices and the reduction of drug and alcohol related harm	No	-	12	6	3	1	18	18	40	The City collaborated with Police, NSW Health, Aboriginal community, community organisations and residents to address drug and alcohol related harms including consultation for alcohol free zones, new sharps management projects, education for young people and through hosting events to generate awareness regarding drug use in the community.	On Track
Young people who participated in sports programs supported by the City	No	-	973	480	60	220	284	320	884	The number of young people who participated in sports programs in the City has increased significantly in 2012/13 due to the diversification of the youth program to include more sport orientated activities and increased interest in sporting activities by local young people.	On Track
Participants in computer training programs at all community facilities	No	793	829	1,200	413	598	555	319	1,885	The target was exceeded due to an increase in the popularity of new programs regarding social media.	On Track

Companion animals -

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

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Dog obedience courses held per annum	No.	-	4	4	1	1	1	1	4	On target.	Indicator Only
Dogs and cats impounded (less is better)	No	199	178	-	36	56	41	44	177	Extensive communication between vets, the Shelter and the City, in conjunction with the on-going programme to encourage owners to microchip and register their animals, is assisting in lowering the number of impounded animals.	Indicator Only
Animals reclaimed by their owners	No	84	52	-	21	38	20	23	102	The higher number of animals reclaimed by their owners in 2012/2013 reflects the efforts of City staff as well as staff from the Animal Shelter to reunite lost and found pets with their owners.	Indicator Only
Animals rehoused from the shelter	No	105	105	-	21	21	17	24	83	A small decrease in the number of impounded and a large increase in the number of animals returned to their owners, contributed to less animals being sold to new owners.	Indicator Only
Animals euthanized at the pound and external Veterinary Clinics	No	40	21	-	5	1	6	4	16	Impounded animals are only euthanised because of ill health or if their temperament makes them unsuitable for rehoming. A veterinary inspection occurs before every decision is made. The drop in animals being put to sleep is the result of efforts by City and Animal Shelter staff to return impounded pets to their owners in conjunction with the Shelter's "no kill" policy.	Indicator Only
Dog attacks	No	87	113	-	25	30	44	30	129	The Companion Animals Act defines a dog attack to include when a dog rushes at or chases a person or animal. The rangers enquire into every reported attack and closely follow the Division of Local Government's guidelines in determining the appropriate response.	Indicator Only
Dog was subsequently declared dangerous	No	3	9	-	1	0	0	2	3	In serious "dog attack" matters, or where a dog may have attacked on a number of occasions, a "Dangerous Dog Declaration" will be issued.	Indicator Only
Hours per quarter in parks on proactive inspections	No.	-	4,595	885	1,198	1,130	1,702	1,669	5,699	The rangers and Companion Animals Liaison Officer are continuing to place a high priority on park visits, to ensure all users can take advantage of the facilities.	Indicator Only

7 A cultural and creative city

A creative life where people can share traditions and lifestyles - celebrating Aboriginal and Torres Strait Islander culture, diversity and community

7.P.1 Provide cultural leadership and strengthen cultural partnerships

Major Projects	Completion Date	% Complete	Progress To Date	Status
Cultural Strategy				
Develop a City Cultural Policy.	2013	65	<p>On 25 March 2013, Council endorsed the Creative City Cultural Policy Discussion Paper for public exhibition and consultation. The Discussion Paper proposed five foundation Principals and eight Directions to help guide a conversation with the community about the cultural and creative life they would like for Sydney.</p> <p>The City captured community feedback in a number of ways, including a highly successful marketing and media plan, and online consultation. Key consultation highlights include:</p> <p>Events, Briefings and Meetings</p> <ul style="list-style-type: none"> • 40+ Internal Briefings and Meetings • 8 briefings for Working Groups/Panels of the City of Sydney • 1 City Talk • 80 sector guests at the Cultural Sector Briefing • 350 sector and community representatives at the four Creative Sector Forums • 21 externally hosted talks, briefings, functions and events <p>Sydney Your Say activity:</p> <ul style="list-style-type: none"> • 18,891 visits to Sydney Your Say website • 4,419 downloads of the Creative City Discussion Paper <p>Marketing & Media Campaign:</p> <ul style="list-style-type: none"> • 408,226 reached on Facebook, with 506 comments on various platforms, and 426 shares • 677,477 reached on City's Twitter, with 1,666 tweets using #creativecitysyd and #sydcitytalk • 15,313 votes on the JC Decaux Innovator Panel in Martin Place • 75 media stories (print, radio, TV and online) with 3.83m audience reach (excludes online audiences) • 2,200 hard copies of the Creative City Discussion Paper collected <p>Submissions:</p> <ul style="list-style-type: none"> • 430 ideas submitted on the Sydney Your Say • 136 written ideas submitted via Avant Cards • 378 submissions via entries for the Urban WalkAbout competition • 73 written submissions (from organisations and individuals). <p>Staff are now collating and reviewing all the feedback received during the consultation period with the aim of tabling the draft Cultural Policy later in the year.</p>	On Track

Guidelines for Public Art in New Development.	2013	90	Draft Guidelines have been completed.	On Track
George Street Public Art Strategy.	2013	100	The City Centre Public Art Plan with a focus on George Street was adopted by Council in June 2013.	Complete
City Spaces and Laneway				
Laneway Art 2012/2013 – develop and manage program implementation.	2013	100	The 2012/13 program has delivered works installed in Sydney Square, Barrack Street, Regimental Square and Abercrombie Lane installed as part of Art and About.	Complete
Public Art Project Development				
Chinatown Public Art Strategy – Implementation and Brief Development.	2013	30	Chinese-Australian artist Lindy Lee is leading a team of artists and designers - including a feng shui expert - to develop a public art proposal for a brand-new public space at Thomas Street in the heart of Sydney's Chinatown. Concept proposals were publicly exhibited in May 2013.	On Track
Develop a Public Art Implementation Plan and project briefs to direct the delivery of temporary and permanent public art.	2013	45	Ongoing. Temporary art program City Spaces recently installed as part of Art and About. City Centre Curatorial advisor to develop the program for temporary and permanent public art installations in accordance with adopted City Centre Public Art Plan.	On Track
Green Square Public Art Strategy and Town Centre Plan.	2013	5	A Public Art Strategy for Green Square was adopted by Council in March 2013. A curatorial advisor has been engaged to guide the development and implementation of future permanent and temporary artworks for the Green Square precinct.	On Track
Cultural Ribbon				
Develop a strategy to reinforce the identity and interpret landmarks along the Cultural Ribbon and connections between cultural institutions.	2014	20	The Dictionary of Sydney have been engaged to undertake research and provide material for use along the Cultural Ribbon. This work will be delivered in stages to inform the evolution of the Cultural Ribbon. It will also be uploaded to the Dictionary of Sydney website under a special Cultural Ribbon thread in March 2014.	On Track
Development Opportunities				
Support communities through the provision of funding and sector development opportunities.	2013	100	In 2012/13 Council approved: - 99 Local Community Grants to the value of \$397,599 to projects that contribute to the life of the City Villages through the provision of services, resources, events, cultural experiences and community based activities. - 22 Community Services Grants to the value of \$393,760 to projects that increase equality in the City, build resilience and adaptive capacity and meet the needs of the diverse community and disadvantaged residents. - 25 Quick Response Grants to the value of \$19,475 to support individuals and organisations for unforeseen, unexpected or exceptional circumstances. The City also supported its community organisations through the provision of reduced rates for events with:	Complete

- 55 events in our major venues to value of \$427,322. Events included conferences, charity balls and registration days for City2Surf and Blackmores running events.

-67 organisations supported in the City's Community Venues to the value \$119,587. Most of these booking were for regular self-help groups and weekly community support services.

-12 banner displays to the value of \$108,023. These banner displays advertised Kaldor Public Art – 13 Rooms, Alzhiemers Australia and other charity events.

Throughout the year staff met with cultural and community focused organisations to advise and support them in the production of events and projects supported by the City and to offer advice regarding the City's Grants and Sponsorship programs.

Major Programs	Progress To Date	Status
Cultural Partnerships		
Develop marketing strategy for integrated promotion of City cultural programs as a whole including public art, cultural events, cultural program sponsorship leverage, cultural policy development	Creative City Sydney brand launched through cultural policy consultation project with a highly successful marketing campaign and a focus on online and social media marketing. Highlights included: <ul style="list-style-type: none"> - thought provoking dots around the city centre - over 408,000 people reached on facebook - over 650,000 people reached on Twitter - over 18,000 visits to Sydney Your Say online consultation website - over 3,300 downloads of Creative City discussion paper - partnerships with all major cultural institutions both online and offline as key influencers 	On Track
Produce unique events that enhance and develop the City's creativity and utilise and promote the City's cultural communities in their development.	<p>The City continues to work closely with the Sydney's Cultural communities to engage and partner in City produced events. A number of City sponsored events were included in the City's Chinese New Year celebrations, Art and About and NAIDOC Celebrations.</p> <p>The City has worked closely with local cultural groups to support their events and cross promote each others activities and strategies. eg the City's Bike program has provided valet bike parking at major events sponsored by the City (eg Sydney Festival, Australia Day etc). Event organisers have presented at the Business precinct meetings to discuss their events and invite local businesses to be involved during the events.</p> <p>The City's Christmas program in 2012 supported a number of cultural groups in its programs which included the Sydney Gay and Lesbian Choir as part of the City's Choir program as well as the Christmas Market at Taylor Square.</p> <p>The 2012 charity partner for the City's Christmas festivities was the Australian Children's Music Foundation. This Foundation provides music instruments and programs for disadvantaged and Indigenous children and youth in schools, remote communities and juvenile justice centres across Australia.</p> <p>The City's Surry Hills Library in partnership with the Australian Institute of Architects NSW presented monthly talks in Q1. Topics included "Reinterpreting Community", "Filling in the Gaps" - building on small complex sites and sustainability. The guest speakers for these events were supplied by the Institute and have proven popular for both the industry and general public.</p> <p>During Q1 the City produced a major event for the 2012 NAIDOC Week celebrations. The event was held in Hyde Park and aimed to showcase and celebrate Aboriginal Culture to the broader Sydney Community. The event was attended by over 1,000 people.</p>	On Track

NAIDOC Week also featured Kup Murri, a partnership project with the Centennial Parklands. Kup Murri is the traditional Torres Strait islander ceremonial practice of cooking underground using natural resources. The event attracted people from across Sydney's Eastern Suburbs.

7.P.2 Support cultural activity, participation and interaction				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Events Strategy				
Develop a City of Sydney Events Strategy with Destination NSW.	2013	15	The City has been developing three year plans for an annual events program, in particular focusing on how the program relates to and articulates the City's Cultural Policy which is currently under development. Further work in relation to the City's broader Events strategy will be developed in the coming year, this work will include Destination NSW as a key stakeholder.	On Track
Provide logistic and creative support, as required, for occasions of local and state significance.	2015	100	<p>The City worked with the NSW Government for a Welcome Home Parade for the 2012 Australian Olympic Team on 24 September and a Victory Parade for the Sydney Swans on 5 October.</p> <p>During the year, the City has launched the refurbished Gardeners Lodge, Victoria Park on 1 December, celebrated the completion of the Pitt Street Mall Catenary Lighting on 6 December, reopened Glebe Town Hall on 2 March and launched the Redfern Terrace Street Art Project, which also launched the City's Eora Journey project on 23 March.</p>	Complete
Art and About				
Deliver and further develop the Art & About program to showcase creative activities in public spaces.	2013	100	Friday Night Live, the launch of Art & About Sydney in Martin Place on Friday 20 September, will feature Oscar Winning animator Shaun Tan's illustrated book The Arrival on a big screen, accompanied by a live score composed by Ben Walsh and performed by his Orkestra of the Underground. Following the film, The Break will entertain guests until 10pm. Friday Night Live will include late night openings of major institutions, including a return of the State Library of NSW's popular art market.	Complete
Effectively deliver 2012 Art & About events	2013	100	Art & About 2012 was produced very successfully and delivered from 21 September to 21 October 2012.	Complete
Financial and in Kind Sponsorship Partnerships				
Develop opportunities for financial and in kind business partnerships for the City's events and banners.	2013	70	<p>Business Development and Sponsorship have secured new and repeat clients to sponsor City Of Sydney events across 2012/2013.</p> <p>Sponsorship supported Art and About, Christmas, Sydney New Years Eve and Chinese New Year - reducing the overall marketing and events expenditure.</p> <p>The City received both cash and value in kind in return for these sponsor partnerships.</p> <p>The total 2012/13 sponsorship contribution was over \$2,6M in cash and value in kind.</p>	On Track

Major Programs	Progress To Date	Status
Public Art		
Implement the City Art Public Art Strategy to deliver permanent and temporary public art and to conserve and maintain the existing public art collection across the local government area.	<p>Temporary projects:</p> <ol style="list-style-type: none"> 1. Mural Register and Street Art Review Project – project commenced for completion end 2013. <p>Permanent projects:</p> <ol style="list-style-type: none"> 1. Thomas Street Closure, Haymarket - Public Art and Street Upgrade – design in development. 2. Sydney Park Integrated Public Art project -Tenders called and assessment underway. 3. Woolloomooloo Youth Mural - in development with local youth centre. 4. Eora Journey – Place Projections – artist selected, scheduled for completion November 2013 <p>Conservation projects include:</p> <ol style="list-style-type: none"> 1. Glebe War Memorial - Works underway , scheduled for completion in October 2013 2. The Bower Redfern - Replacement of enamelled paving memory pieces complete. 3. Lankelly Place Lights, Kings Cross Restoration Stage 1: Construction complete June 2013, launch July 2013 4. Woolloomooloo Panels – Preservation work of the 8 historic panels complete. 5. Fraser Fountain, Hyde Park South - Urgent make-safe was completed, conservation plan is in development. 6. Cenotaph, Martin Place – routine preservation work complete. 7. Insect with Lead, Pyrmont - replace glass case is underway, scheduled for completion July 2013 	On Track
Facilitate the Public Art Advisory Panel to advise on public art projects and programs.	Public Art Advisory Panel is meeting regularly and providing high quality advice to Council.	On Track
Art and performance		
Support street theatre and art displays in the City's streets and public spaces.	<p>The City actively supports street theatre and art displays through the City's grants programs, busking program and its public art and events programs. In the 2012/13 year we registered 1,522 buskers to perform in our public spaces. This is an increase of just over 25% on the previous year.</p> <p>In this period the City approved grants to 8 public art projects through the Cultural and Local Community Grants programs. They include grants to Eastern Respite and Recreation for Botanical Songforms, Galleries@CoFA towards an interactive exhibition, Glebe Public School for an Indigenous themed mural, the Head On Foundation for their outdoor photographic exhibition at Paddington Reservoir and Tom Bass Studios to develop a sculpture in collaboration with Green Square Public School. This year one of the highlights of the Sydney Writer's Festival was the collaborative approach to promoting the festival through the use of poetry on the City's garbage trucks for the duration of the festival.</p> <p>The City also sponsored a range of outdoor events from the Major Festival program including Sydney Festival, Australia Day events throughout the City, Mardi Gras parade and Fair Day, Yabun and local events including Transcontinental Garden Exchange, the Eastside Bike Picnic, Global Rhythms Concert and events featuring site-specific works: Transcontinental Garden Exchange and Grobak Padi as part of the 2013 International Symposium on Electronic Art in Sydney. Musomap used their first grant for their inaugural picnic style music event for musicians in May and Krosswedz held a world class break-dancing event in the heart of the City, as part of a worldwide competition</p>	On Track

The City also launched the Redfern Terrace Street Art Project in March. The project employed artist, Reko Rennie to engage and work with a dedicated group of local young people to reinvigorate the iconic landmark in the middle of Redfern. The project was launched in March. At this event, the "Eora Journey - The Peoples' Journey" brochure was released featuring details of the seven keys sites to make up the Eora Journey public art program. Reko Rennie, was also engaged by the City to paint the T2 building as part of the Art 'and' About program in September 2012.

Deliver and further develop the Art & About program to showcase creative activities in public spaces.	As above	On Track
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Cultural and Creative Activities

Provide programs, classes and events at local community centres to develop community capacity and participation in cultural and creative activities by culturally diverse customers.	<p>Over 2600 programs and 146 events were undertaken across the City's community centres in 2012/13. Successful programs which ran during Q4 and throughout the year within the various community centres include:</p> <p>Ballroom Dancing classes which currently engages 70 community members on a weekly basis at Redfern Community Centre.</p> <p>Monthly wrap around services at Redfern Community Centre to provide information, support, guidance and community capacity in a one stop shop environment.</p> <p>King George V Recreation Centre continued to provide a range of high quality sport and recreation participation programs with social sport competitions attracting over 300 teams in the 20 weekly competitions. The program was successful in engaging both City workers and residents into the centre.</p> <p>Ultimo Community Centre developed and hosted a number of new community events including Children's musicals and Community Dinners which attracted over 80 residents.</p> <p>Pymont Community Centre established monthly community BBQ's with over 100 members attending, promoting community cooperation and integration.</p> <p>Juanita Nielson Community Centre developed a "Junior Chef Master class" program to promote healthy eating to young people within the City and promote intergenerational activity. The program attracted 20 young people in partnership with Children's Services, Youth Service and Reg Murphy Over 55's Activity Centre.</p> <p>Computer training classes established to build the skills and knowledge of the local communities with 25 participants completing the pilot workshop at Juanita Nielson Community Centre.</p>	On Track
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Cultural grants, sponsorship and partnerships

Provide direct financial grants and/or value in kind support to a range of cultural groups	<p>In 2012/13, 33 Cultural Projects were recommended by Council for a total of \$424,064. The Grants and Sponsorship Program supports a range of cultural programs, performance labs, Mardi Gras festival events and public art projects throughout the year.</p> <p>A range of events and projects were delivered including the Tamarama Rock Surfers Cut and Paste program and Milk Crate Theatre Program and Aboriginal Dance Theatre's cultural activities for kids. The City provided significant funding to Monkey Baa Children's Theatre to assist them with the set up costs for their new Darling Theatre space at Darling harbour. The City also supported local NAIDOC week celebrations in Glebe and Woolloomooloo.</p> <p>The City's History Publications Program awarded \$43,000 to four history publication projects in 2012/13. Some of the publications funded included Sydney Film Festival's e-book featuring the history of the Sydney Film Festival's 60 years of delivering films to Sydney audience and an Australia Day Regatta History publication.</p> <p>The City supported other major institutions, individuals, festivals and events through the City's Reduced Rates programs for our Major and Community Venues, Banners programs and Quick Response Grants.</p>	On Track
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7.P.3 Support the development of creative industries

Major Projects	Completion Date	% Complete	Progress To Date	Status
Cultural Ribbon				
Support and promote the City's cultural identity with a Sydney harbourside cultural walking trail that links Sydney's leading cultural landmarks	2014	70	<p>Work has progressed on the Cultural Ribbon with the engagement of the Dictionary of Sydney to compile 20 new entries on the Dictionary website to develop a thread of cultural venues and institutions along the Cultural ribbon.</p> <p>An opportunity also exists to work with the Biennale of Sydney to create a legacy work from each of the next 3 Biennale events to be located in the public domain, contributing to the City's mission to transform Sydney's public domain. The proposal has the potential to reinforce the development of the Cultural Ribbon and to line it with significant public art. One of the key locations for the Biennale is along the Cultural Ribbon from the Art Gallery of New South Wales through to Walsh Bay. The project will see a significant artwork to be placed in either a key node on the Liveable Green Network or in the City Centre or one of the Village Centres.</p>	Watch
Creative Industries Action Plan				
Implement priority projects from the adopted Creative Industries Action Plan to support the economic growth of the creative industries sector.	2015	0	No planned activity.	On Track
Cultural and Creative Enterprise				
Support cultural and creative enterprise in the City.	2014	75	<p>The City supports cultural and creative enterprise in the local government area through a number of mechanisms including support through the City's grants and sponsorships programs, the provision of subsidised and affordable office and retail space, and the provision of events that provide opportunities for networking, learning and training.</p> <p>Annual highlights have included:</p> <ul style="list-style-type: none"> - The provision of affordable office and retail space on Oxford Street, including 16 office and 4 retail spaces, supporting more than 160 workers on any given day, while showcasing, hosting and housing more than 600 artists in one year. In Q1 Council approved a 2 year extension of this initiative (to December 2014). - During the year two tenants graduated from the Oxford Street Creative Space initiatives including Around You and Sydney Writers Room. Around You grew from 5 to 16 staff and now occupy a commercial space in the CBD, while Sydney Writer's Room now house their \$2 million ABCTV production (The Roast) in a commercial space in Waterloo. - The City supported the "66 Meet Ups" event, held quarterly and coordinated by Oxford Street tenants. The event provides creative enterprises and digital start ups an opportunity to network and hear from leading thinkers and industry professionals. The event's popularity and reach grew significantly during the year and from July 2013 will be hosted in the City's William Street Creative Hub, at Hub Sydney. - As part of Art & About 2012 the City supported Queen Street Studios 'Peep 	On Track

Show AR' smart phone app which featured more than 250 creative and quirky sites, businesses, activities and enterprises located in the 2010 precinct. In addition, the City hosted a studio open day for the community to access the Oxford Street creative spaces. With events, exhibitions and talks, the event proved popular with the local community.

- In Q2, Council approved a \$100,000 cash sponsorship for Kaldor Art Projects to produce "13 Rooms", featuring 13 local and internationally renowned artists.
- In Q2, The Short Term Creative Retail & Space Register was established, with 25 creative ideas from cultural organisations and individuals which will be able to quickly activate vacant City-owned properties between tenants or during capital works for periods of 1, 3, 6 or 12 months. Five projects on the register are now short term tenants occupying a variety of properties during Q4.
- Following an Expression of Interest, a tenant for 500sqm of affordable creative work space at 101-111 William Street was confirmed. The successful applicant, Wis(c)h (William Street Creative Hub), is a co-share workspace made up of several small to medium sized creative enterprises and artists working in fields including the visual arts, architecture, graphic design, fashion design, app design and building/construction. These tenants are commencing occupation (along with commercial tenants in other parts of the building), with a launch of the Creative Hub anticipated in July 2013, and occupation of artist live work spaces by the end of 2013.

Major Programs	Progress To Date	Status
Creative spaces and creative industries		
<p>Work with the corporate sector, neighbouring local councils, and other levels of government to facilitate publicly and privately owned spaces for use by the arts community and creative industries to support creative 'hubs'</p>	<p>The City continues to develop opportunities to facilitate and foster opportunities for the cultural and creative industries to access creative work, exhibition, performance and retail space.</p> <ul style="list-style-type: none"> - In Q1 the City hosted a round table with Oxford Street stakeholders including property owners, business owners and representatives from Woollahra Council, to discuss issues of collective concern including activating underutilised spaces. Staff are working with the owners of No.1 Oxford Street to investigate and encourage activation of their properties. In addition, staff are working with College of Fine Arts, Verona Cinemas, Berkelouw Books and Art Hotel to encourage activation of their properties and surrounding lane ways (with public art, lighting and events). - The Creative Spaces website (licenced from City of Melbourne) continues to provide a mechanism for people looking for space to be matched with people with space and staff continue to promote its use. <p>The Collaborative Models Action Plan (part of the Oxford Street Activation Project), provides a framework for the City to work with private property owners, neighbouring Councils and peak bodies to encourage activation of their underutilised space. Some of these actions includes:</p> <ul style="list-style-type: none"> - In October 2012, staff participated in a public City of Sydney Pop Ups 101 Workshop at Customs House. The workshop was developed to inform both property owners and those considering pop-ups about what should be taken into account when considering pop-up events or retail/cultural activation in buildings. A pod cast of this presentation is available on the City's website. - "How to Open..." DA process guides have been finalised for 'retail', 'pop up retail' and 'office' and a cafe / restaurant guide is also being finalised. - In Q3 the City participated in the Renew Australia Creating Spaces conference which was attended by local government representatives from across Australia. City staff presented three sessions which included presentations that promoted the work of the City, discussed how to leverage strategic partnerships to facilitate 'space' projects and participated in a panel discussion about the 'future' directions of this work. - In Q3 the City hosted a Land Owners forum for Oxford Street property owners and agents. - Creative City and Strategy staff also presenting at a Property Council of NSW network event in Q4 	On Track

- Creative City staff presented at the Vivid Ideas Local Government and Shires Association Symposium
- Creative City staff presented at a Lord Mayor hosted 'Art of Place-making' Event for local Business Chambers and Precinct Associations in Q4
- The City have also been holding a series of meetings with real estate agents, Council's, developers and properties owners to promote City resources, experiences and projects to encourage the provision of creative infrastructure and activation - including meetings with MLC Centre, Paddington Uniting Church, Regional Development Australia, City of Mandurah (WA), Hornsby and Parramatta City Council, Lend Lease, Frasers Property and NSW Government Trade & Investment.

Work with government and relevant peak bodies to support, enhance and encourage the development of cultural and creative industries.

The City continues to facilitate relationships and connections between peak organisations and creative practitioners / enterprise, including promoting and providing access to training and professional development opportunities with Australian Business Arts Foundation and the Creative Industries Innovation Centre.

On Track

The City also worked with Screen NSW to develop opportunities to leverage the City's status as a UNESCO Creative Cities Network, City of Film.

The City participated in a series of workshops in collaboration with Billy Blue College of Design and CATC Design School to employ design thinking to real world, local issues. Peak bodies and agencies including Australian Graphic Design Association and Destination NSW also participated in the program that encourages the community and students to employ design thinking and creative practice when seeking solutions to practical, local issues.

The City worked with UTS U:Lab and Object Gallery to implement three public 'design thinking' workshops and an internal staff workshop considering four Cultural Policy related topics.

A City of Sydney representative was nominated to participate in the National Cultural Development Network, as well as participating in Local Government & Shires Association events and cultural awards.

Council endorsed the formation of a Live Music and Live Performance Task Force, with representatives from across the industry (including relevant agencies and peak bodies) represented on the task force. It's role is to support cultural and creative enterprise in the live music sector by addressing the barriers to such activity across the regulatory environment and through audience and sector development projects. The eleven member taskforce formed four working groups in order to apply targeted thinking to what was identified as the primary areas to be addressed. These groups were Development Controls and Noise, Building Code of Australia, Licensing, Audience and Sector Development. It is anticipated that an Action Plan will be tabled before Council late 2013.

The City prepared a submission to the NSW Government's Creative Industries Taskforce Recommendations, commending the work of the Taskforce and working to ensure alignment between the objectives and actions of the NSW State Government and the City.

Staff also made presentations to a range of government, industry and peak bodies about cultural matters including the South Australian Government, Adelaide City Council, NSW Trade & Investment and the Property Council of NSW.

Commercial Creative Events Sponsorship Program

Through the Commercial Creative Events Sponsorship Program, secure and support major events that deliver creative and economic outcomes for the City.

Throughout the year, the City supported three major fashion events - Fashion Festival Sydney and Vogue Fashion Night Out and delivered an umbrella marketing campaign "Sydney is Fashion" in August and September. As well, Mercedes Benz Fashion Week Australia was supported in April, including a consumer event to enliven Martin Place. The City continues to work with Destination NSW to support their premiere musicals strategy, driving intrastate and interstate visitors to Sydney. Major initiatives during the year include Legally Blonde and The Addams Family.

On Track

7.P.4 Encourage the appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression

Major Projects	Completion Date	% Complete	Progress To Date	Status
Eora Journey				
Continue work in support of a cultural centre and major event celebrating Aboriginal and Torres Strait Islander culture and community.	2014	50	<p>The City continues to research the different models of Aboriginal Cultural Centres around Australia. This research takes into consideration type of activities offered, the collections housed, business models and will look at which models of operation are the most successful. This research will assist in determining the resources required to establish a Centre.</p> <p>Stage Two of the Redfern Terrace project is in development. It involves conducting a feasibility study into the upgrade and ongoing management, funding and programming as a 'living museum'.</p>	On Track
Develop an implementation plan to interpret and recognise key sites of Aboriginal cultural significance in the public domain.	2013	100	<p>The City's Eora Journey Recognition in the Public Domain project Implementation Strategy has been completed and accepted by Council. City's Curatorial Advisor and City staff on the Eora Journey working group continue to work towards the strategy.</p> <p>Public Art Update -Hyde Park Monument (a major artwork in Hyde Park South to honour Aboriginal men and women who have served their country) is in development. This project aims to activate the memory of sites of significance for Aboriginal people in Sydney. The first project is by artist Nicole Foreshew to be projected onto the William St façade of the Australian Museum. Stage Two of the Redfern Terrace project is in development. It involves conducting a feasibility study into the upgrade and ongoing management, funding and programming as a 'living museum'.</p>	Complete

Major Programs	Progress To Date	Status
Eora Journey		
Research and develop Aboriginal history content in support of the Eora Journey framework	<p>An oral history project has been developed for Eora Journey around the Artwork Honouring Aboriginal Servicemen and Women. An Aboriginal historian was appointed in late June to record up to twenty oral histories. These will become part of the City's Oral History Collection and will inform the development of the artwork.</p> <p>The City provided naming advice for streets and parks in the Green Square Precinct. This included Aboriginal names for 12 new streets and parks, which were exhibited and adopted.</p> <p>The Barani website has been technically upgraded and visually refreshed. All the sites included in the Barani Barrabugu booklet are now incorporated into the website. The website design responds to cultural user experience advice and the banner design is by Aboriginal artist Lucy Simpson. The website was launched in late June. This historical information will help the City develop the Eora Journey Walking Trail and other public domain artworks as part of the Eora Journey.</p> <p>The Barani Barrabugu booklet was distributed at the NAIDOC Week event in Hyde Park, and through Sydney Visitor Centres throughout the year. Information from the booklet will be incorporated into the walking tour smartphone app currently being developed.</p>	On Track

7.S.1 Key Performance Indicators

Aboriginal and Torres Strait Islander culture - Encourage the appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Aboriginal and Torres Strait Islander cultural projects supported by the City	No	21	25	25	12	13	15	14	54	14 items to report this quarter: Grant - Glebe NAIDOC Committee - Glebe NAIDOC Grant - Walla Mulla Family and Community Support - Woolloomooloo NAIDOC Grant - WEAVE - Aboriginal Women's Yarning Circle Eora Journey – NAIDOC in the City Eora Journey – Place Projections Eora Journey – Hyde Park Monument Eora Journey – Community Engagement Stall, NAIDOC in the City Coloured Diggers Project - Redfern Anzac Day March Gardeners Lodge Project – Auntie Beryls Café Redfern Community Centre - Family Culture Day x 2 Redfern Community Centre - Cultural Workshops x 4 Youth Services - Lights Camera Action Youth Services – Youth Week Film Festival Eastern Region Aboriginal and Torres Strait Islander Form – Pauline McLeod Art Exhibition and Awards for Reconciliation	On Track

8 Housing for a diverse population

A wider range of housing so people who provide vital City services can afford to live in the City

8.P.1 Facilitate the supply of housing by the private market

Major Programs	Progress To Date	Status
Affordable Housing Advocacy		
Advocate for affordable rental housing in private sector development.	Staff continue to advocate for affordable housing when planning proposals are submitted.	On Track

8.P.4 Facilitate and promote growth in the 'affordable housing' sector including by not-for-profit and other housing providers

Major Programs	Progress To Date	Status
Affordable Housing Sites		
Work in partnership with the community housing sector, Housing NSW and the private sector to identify potential affordable rental housing sites across the local government area.	There has been a structural change in the governance structure for NSW government housing assets and management. Responsibilities are now shared with the NSW Land and Housing Corporation for strategic asset management and Housing NSW responsible for tenant management. A new meeting framework is being implemented between these agencies and the City to better respond to these changes and to a shifting housing context (eg, announced sales of public housing in Millers Point). We continue to work closely with HousingNSW, through the Centre for Affordable Housing, who is investigating adding additional providers to the Green Square Affordable Housing Program as a way of ensuring the delivery of affordable housing dwellings is maximised. The City continues to advocate for affordable housing to be provided as part of the public benefits package in Voluntary Planning Agreement negotiations on private redevelopment sites, where appropriate.	On Track
Investigate City owned properties with a view to preparing appropriate sites for sale to the affordable housing development market.	Decisions regarding Marian Street Depot Redfern are ongoing.	On Track
Investigate planning controls to secure supply of affordable rental housing.	There are a number of ways in which planning can secure supply of affordable rental housing. Also, safeguarding the affordable housing can occur at different stages of a development. For example, Voluntary Planning Agreements secure the affordable housing at the strategic planning stage, while provisions in the Affordable Rental Housing SEPP and in the Sydney LEP incentivise affordable housing at the development application stage. We continue to advocate for affordable housing to be provided as part of the public benefits package in a voluntary Planning Agreement negotiations as part of a Planning Proposal (ie, change to the LEP) as appropriate. It is noted that opportunities cannot practically be identified at the 'front end' of strategic planning, rather they are often identified at the 'back end' planning proposal stage, when a developer seeks a rezoning and increased floor space. The City is concerned that one of the significant effects of the proposals in the White Paper is that these opportunities to secure affordable housing not previously identified in a strategic plan, will be lost.	On Track

8.P.5 Facilitate and promote growth in the social housing sector to provide housing opportunities for those with very low incomes

Major Programs	Progress To Date	Status
Woolloomooloo Place-based Project		
Reduce homelessness in Woolloomooloo by combining the resources and efforts of multiple stakeholders in the area to implement the	The 90Homes for 90Lives project (90/90) is a collaborative project involving a partnership combining local government, corporate and philanthropic partners, community housing and homelessness service providers. 90/90 is	On Track

actions from the Woolloomooloo plan.

focused on reducing rough sleeping in Woolloomooloo through the creation of housing pathways for rough sleepers. Since the project commenced a total of 68 people have been housed out of Woolloomooloo. Way2Home, the assertive outreach service, funded by the City of Sydney and Housing NSW supported 11 people sleeping rough in the Woolloomooloo area into secure housing in Q4 and a total of 25 people over the past 12 months. The bi-annual Street Count of people sleeping rough in the Local Government Area recorded a drop in the number of people sleeping rough in Woolloomooloo from 49 in Q1 to 31 in Q4. The City continues to work with other Government agencies, the not for profit and corporate sector to identify new opportunities for housing.

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	2010/11	2011/12	2012/13	2012/13 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	-	<p>These affordable housing units are delivered by City West Housing (CWH), a NSW registered community housing provider and designated recipient of funds derived from the affordable housing. CWH use the funds towards purchasing sites and constructing dwellings which can take years to complete. All units under this indicator are completed units – that is, delivered on the ground and ready for use.</p> <p>As such there are works in progress not reflected in the measure. For example, it can take a number of year to bring a development to fruition as it works through concept planning, development approval and construction stages.</p> <p>A list of work in progress by CWH is outlined below. So although there are no affordable housing developments that have been 'completed' this financial year, there is a pipeline of projects underway.</p> <ul style="list-style-type: none"> 95 units at Cowper Street, Glebe (Housing NSW site) - DA lodged with the City - CWH indicative completion 2015 93 units at Joynton Avenue, Zetland (Former South Sydney hospital site) - CWH indicative completion 2014 85 units at North Eveleigh, Redfern (Sydney Metropolitan Development Authority (now Urban Growth NSW) project) - CWH indicative completion 2015 <p>(Total = 273 units)</p>	On Track

It is noted that affordable housing contributions received through the Ultimo Pyrmont scheme can be spent throughout the LGA. While affordable housing contributions from the Greens Square scheme must be spent within the Green Square renewal area and its "locality".

Affordable rental housing units resulting from affordable housing levy - Sydney Metropolitan Development Authority	No	-	-	-	-	-	-	-	0	-	
Affordable rental housing units resulting from affordable housing levy - Green Square (measured annually). Target at end of scheme (not specific date): 330	No	-	-	-	-	-	-	-	0	-	<p>These affordable housing units are delivered by City West Housing (CWH), a NSW registered community housing provider and designated recipient of funds derived from the affordable housing. CWH use the funds towards purchasing sites and constructing dwellings which can take years to complete. All units under this indicator are completed units – that is, delivered on the ground and ready for use.</p> <p>As such there are works in progress not reflected in the measure. For example, it can take a number of year to bring a development to fruition as it works through concept planning, development approval and construction stages.</p> <p>A list of work in progress by CWH is outlined below. So although there are no affordable housing developments that have been 'completed' this financial year, there is a pipeline of projects underway.</p> <ul style="list-style-type: none"> • 95 units at Cowper Street, Glebe (Housing NSW site) - DA lodged with the City - CWH indicative completion 2015 • 93 units at Joynton Avenue, Zetland (Former South Sydney site) - CWH indicative completion 2014 • 85 units at North Eveleigh, Redfern (Sydney Metropolitan Development Authority (now Urban Growth NSW) project) - CWH indicative completion 2015 <p>(Total = 273 units)</p> <p>It is noted that affordable housing contributions received through the Ultimo Pyrmont scheme can be spent throughout the LGA. While affordable housing contributions</p>

from the Greens Square scheme must be spent within the Green Square renewal area and its "locality".

Affordable housing units resulting from other (non-levy) means (measured annually)	No.	-	104	-	-	-	-	0	-	These units can be delivered by government or non-government (not-for-profit and private developers) and refer to completed units. Units with development consent but yet to reach completion are not included (eg, Pemulwuy Project by Aboriginal Housing Company, NRAS units Frasers Broadway, North Eveleigh by Urban Growth). Units could include student housing, but only that which is based on a subsidised rental model.	On Track
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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	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
No. of people assisted to exit homelessness into long term housing or secure supported accommodation	No	44	271	20	11	4	6	17	38	The total amount of people housed since the program started in April 2010 is 188. Way2Home are actively supporting a further 10 people in transitional housing and 76 people experiencing primary homelessness in the LGA to access long-term, secure housing.	On Track
No. of people who were prevented from becoming homeless	No	248	394	200	119	103	125	128	475	Over the last 12 months the HBP provided assistance to a total of 1,341 individuals and families, 475 (35.4%) of those were provided with assistance to prevent homelessness from occurring.	On Track
Percentage of people who received the required assistance from HPIC on day they needed it	%	-	-	75	64	73	69	69	69	HPIC's ability to reach the target of 75% depends on the availability of crisis accommodation and other resources for accommodating people.	Attention Required
Number of dwellings made available as a result of project efforts	No	-	-	30	0	0	0	0	-	No new dwellings secured for people experiencing homelessness in Q4 or in the past 12 months. Platform 70, managed by Bridge Housing Ltd in partnership with Way2Home, the assertive outreach service funded by the City of Sydney and Housing NSW have been approved to retain savings and reallocate unspent funds to extend and expand the project for a further 12 months to 30 June 2014, housing at least an additional 20 people in this time.	Attention Required

Remedial Action

The City of Sydney continues to investigate potential partnerships with private and philanthropic partners that might yield either land or properties for new apartments and continues to work with existing housing and other service providers in advocating for affordable housing options/initiatives for people experiencing homelessness.

Conduct twice yearly Street Counts to determine the number of people sleeping Rough in the Local Government Area

No

-

-

-

246

0

274

0

274

The City of Sydney's bi-annual Street Count takes place in August and in February. The objective of the Street Count is to collect up-to-date, point in time information about the number of people sleeping rough in the Local Government Area.

**Attention
Required**

The August 2012 Street Count recorded a total of 246 sleeping rough and 456 people in homeless hostel beds.
The February 2013 Street Count recorded a total of 274 people sleeping rough and 463 people in homeless hostel beds.

Although there was a slight increase in numbers from the August 2012 to February 2013, the numbers of people sleeping rough in the inner-city has primarily trended down from its peak in Feb 2010 (418). This reduction is likely to have occurred primarily as a result of people being assisted off the streets and into long term housing by Way2Home, the assertive outreach service funded by the City and Housing NSW that has housed over 180 people in 3 years.

9 Sustainable development renewal and design

High quality urban design will bring liveability and greater sustainability

9.P.1 Show leadership in urban renewal to develop sustainable communities

Major Programs	Progress To Date	Status
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Major Urban Renewal Site Contribution

Investigate reporting frameworks for the contribution of major urban renewal sites towards Sustainable Sydney 2030 targets.	Input to a review of Strategic Directions and Targets in Sustainable Sydney 2030 has resulted in improved clarity surrounding urban renewal related actions and targets. Other reporting frameworks have been examined to identify complimentary datasets and potential duplication of reporting.	On Track
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Renewal Oversight, Coordination and Advocacy

Identify urban renewal opportunities and work with the NSW State Government and the private sector in redevelopment of renewal areas, particularly areas such as Barangaroo, the Fraser's Central Park, Ashmore Estate, Harold Park and Green Square to ensure they are places for people, and that all sustainability initiatives come together.	Voluntary Planning Agreements have been negotiated with several developers in the Green Square Urban Renewal Precinct to achieve infrastructure works in kind and cash contributions to infrastructure. Engagement with State Agencies such as Sydney Water has progressed commitments to upgrade stormwater infrastructure. Surplus lands adjoining the proposed East West Relief Route adjoining Green Square Town Centre have been identified for future development and land use options will now be investigated.	On Track
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9.P.2 Define and improve the city's streets, squares, parks and open space, and enhance their role for pedestrians and in public life

Major Projects	Completion Date	% Complete	Progress To Date	Status
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Public Domain Design Codes

Develop public domain design codes for Sydney Streets, Sydney Lights, Sydney Parks, Sydney Signs and Sydney Landscape.	2014	75	<p>The Sydney Streets Code was adopted by Council in June 2013.</p> <p>Design concepts for public domain furniture items such as seats, bubblers, bollards, cafe barriers and pedestrian light poles were approved by Council in March and have progressed to prototyping of individual elements.</p> <p>Preparation of the Sydney Lights Design Code and Sydney Landscape Code is underway.</p>	On Track
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Wayfinding and Signage Strategy

Develop the public domain Wayfinding and Signage Strategy to facilitate pedestrian movement across the local government area.	2013	65	<p>Council adopted the Wayfinding Strategy report in December 2012 after a public exhibition period.</p> <p>Trial of full scale mock ups of the signage and mapping elements was carried out at Circular Quay in June- July 2013. This includes trial of tactile streets signs that have been developed in association with Vision Australia and Guide Dogs NSW/ACT.</p>	On Track
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Public Domain Furniture

Develop concept designs / prototypes for public domain furniture.	2013	55	Council in March 2013 approved the progress on the design development and prototyping of Public domain furniture items such as seats, bubblers, bollards, cafe barriers and pedestrian light poles. Prototyping and assessment of public domain furniture items is currently underway.	On Track
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Public Space Requirements

Define the public space requirements for urban renewal sites for city south.	2013	10	To guide the design of public open space requirements in the City South urban renewal precincts the City is in the process of procuring specialist external advice. This advice will guide open space design in Green Square Town Centre, Lachlan, North Rosebery, Ashmore and Epsom Park precincts.	On Track
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9.P.3 Plan for a beautiful city and promote design excellence

Major Programs	Progress To Date	Status
Design Advisory Panel		
Facilitate the Design Advisory Panel to provide expert advice on public domain, park projects and major development applications.	The Design Advisory Panel's work is ongoing with monthly meetings providing expert advice to Council staff on key projects and development.	On Track

9.P.5 Ensure planning decisions address longer term options for the city

Major Projects	Completion Date	% Complete	Progress To Date	Status
Green Square Town Centre				
Coordinate and manage implementation of essential infrastructure and green infrastructure for Green Square Town Centre and support City involvement in State Agency Steering Group(s).	2015	30	Development application for essential infrastructure and services was approved in March 2013. The development application enables works, such as the construction of streets, footpaths, stormwater system, utilities and landscaping to be undertaken. Detailed design works is currently in progress and will involve continued liaison with service and utility providers.	On Track
Barangaroo				
Manage City interface with Barangaroo Development Authority and Lend Lease to facilitate alignment and integration with the city and relevant City projects including Harbour Village North Plan, Integrated Community Facilities Plan and Transport Plan.	2015	10	<p>A Headland Park Integration Works Deed was signed by both the City and the Barangaroo Delivery Authority on 20 December 2012 in line with the council resolution of 25 June 2012 and the City participates in the Project Control Group which meets monthly. The design of the Integration Works has been reviewed by the City's Design Advisory Panel twice with DA lodgement imminent.</p> <p>Wynyard Walk and Transport matters</p> <ul style="list-style-type: none"> - The City participates in the Wynyard Walk Executive Steering Group, run by Transport for NSW, which makes key decisions and sets direction for the project - The City participates in the Barangaroo Integrated Transport Working Group run by Transport for NSW to implement the Barangaroo Integrated Transport Plan in September 2012 <p>;- Wynyard Walk is under construction with surface works starting in late 2013</p>	On Track

Epsom Park Precinct

Complete public infrastructure concept plan for Epsom Park Precinct and facilitate scoping of City projects stemming from this.	2013	90	The final report has been delayed by the proposed trunk drainage upgrade by Sydney Water which will remove the need for detention in Epsom Park and scope changes flowing from this change in direction.	On Track
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Ashmore Estate

Manage delivery of Ashmore Estate concept design for public infrastructure and facilitate scoping of City projects stemming from this.	2013	10	The brief for the concept design is being revised to reflect the Alexandra Canal Flood Plain Risk Management Plan. A detailed survey of the precinct has been commissioned to inform the concept design.	On Track
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Pymont Land Transfers

Negotiate with Sydney Harbour Foreshore Authority and Lend Lease for the handover and City acceptance of public assets at Pymont.	2013	50	<p>A report to Council recommending the transfer of lands at Jackson Landing (Pymont) from the Minister for Planning to the City was endorsed on 13 May 2013. A report on the S94 audit for Pymont was also endorsed at the same Council meeting. The finalisation of the S94 Audit enables the process of transferring land at Pymont to begin.</p> <p>All lands at Jacksons Landing that are to come to the City have all works completed and have been transferred from Lend Lease to either the Minister for Planning or the Sydney Harbour Foreshore Authority. The City is now conducting due diligence on these lands.</p>	On Track
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Harold Park

Coordinate and manage implementation of Harold Park essential infrastructure, open space and green infrastructure.	2015	10	This project is in concept development. Draft Master Plan Exhibition period completed. Master Plan Report being prepared for 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	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Average assessment time for development applications (DAs, modifications of consent, including joint applications - Government target of 40 days).	Days	47.1	60	40	60.3	57.4	54.5	54.2	54.2	Above average performance results are being addressed with resources and procedural improvements	Attention Required
Average assessment time of notified DAs (including s96) determined from time of lodgement (Target is for 95% of applications)	Days	50.5	64.2	60	62.3	57.4	58.9	59	59		On Track
Average assessment time of non-notified DAs (includes s96) determined from date of lodgement (Target is for 95% of applications)	Days	22.1	26.6	30	25.1	26.5	27.6	26.9	26.9		On Track

Average assessment time for Footway Usage Applications determined from date of lodgement (Target is for 95% of applications)	Days	56.9	67.9	60	66.5	57	53.8	51	51	On Track
Average processing time for construction certificates.	Days	7.53	8.58	10	7	8	8	6.3	7.33	On Track

10 Implementation through effective governance and partnerships

Partnerships across government, business and community; leadership in local, national and global city forums

10.P.1 Align corporate planning and organisational arrangements to deliver Sustainable Sydney 2030 priorities

Major Projects	Completion Date	% Complete	Progress To Date	Status
Integrated planning and reporting				
Implement a sustainability reporting framework for the City of Sydney and the local government area.	2013	100	This is a 2-year project which follows up previous key steps made towards comprehensive sustainability reporting for the City as an organisation and on the local government area. A reporting framework is being developed and progressively implemented for various dimensions of Sustainable Sydney 2030 and corporate outcomes. This has been integrated with the reporting requirements of the Integrated Planning and Reporting Framework, especially with regard to the Annual Report.	Complete
Further refine and strengthen the City's integrated planning framework in line with evaluation of the adopted 2011 plans.	2013	100	A review process was completed, with a focus on improving the planning and connectivity between the newly reviewed Integrated Planning and Reporting documents. The documents were prepared and presented to Council for adoption in June.	Complete
Refine and further integrate reporting requirements across the organisation for all projects and programs.	2013	100	The City continues to refine the reporting processes across the organisation, with a focus on improving Business Unit reporting. These reports will assist unit managers to manage business performance and decision making. The unit reports have been finalised and will commence for the 2013/14 reporting period.	Complete
Develop a revision of the Integrated Planning and Reporting plans for 2013/14 in line with the legislative requirements.	2013	100	The review of the Integrated Planning and Reporting plans was completed and presented to Council in June 2013. The Plans were approved.	Complete
Enterprise Risk Management				
Implement an Enterprise Risk Management Framework with standard risk identification, rating and reporting structures across the organisation	2013	80	The City continued to develop tools, guides and training to ensure the consistent management of risk. Over the period, the City worked to integrate risk management into business planning processes that were being newly designed or improved.	On Track
Corporate Governance				
Implement a compliance policy and strategy.	2013	80	The Compliance Management Framework has been approved. To support this, a Compliance Assurance Plan is being developed, this has included the inclusion of targeted Internal Audit activity for the upcoming year and the creation of standardised tools to assist managers in understanding their obligations and their management.	On Track
Prepare and implement a corporate assurance plan.	2013	30	A map identifying the principal sources of assurance over the identified Key Executive Risks has been developed for use as a tool for the Audit Risk and Compliance Committee and Executive.	On Track
Organisational development				

Implement and monitor the impact of the Workforce Plan to support the delivery of Sustainable Sydney 2030 and plan for future workforce challenges.	2014	100	A Workforce Strategy progress report was developed as part of the Integrated Planning and Reporting process. Key workforce projects implemented include a revised performance management program, expanded staff learning and development and a new careers site to aid in the attraction of candidates. n Programs to drive staff engagement and enhance leadership capability continue. Entry level programs were expanded including graduate, scholarship, international intern and Aboriginal school based trainee programs. Occupational shortages has been addressed through measures including higher education support for staff studying child care, environmental health and planning.	Complete
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Information, Communication and Technology Strategy

Develop a comprehensive Information, Communication and Technology Strategy for the City.	2013	95	A final draft of the Strategy has been completed with consultation being finalised.	On Track
Implement approved priority projects from the Information, Communication and Technology Strategy.	2015	0	N/A - pending the finalisation of the IT Strategy.	Not Reported

Property Asset Risk Management

Prepare and implement a comprehensive Workplace Health and Safety and Environmental risk management service to Property assets. Ensuring risks are linked to Safety Management System and Enterprise Risk, both tracked and actioned on regular basis.	2013	40	The original WHS Project was discontinued. Replaced by the Hazmat Review Project which commenced in May 2013 with a Consultant being appointed in June 2013. Expected project completion is within Q1 13/14, which includes the update of the City Asbestos Register.	On Track
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Project Management Office

Establish a project management office to build project management capability at the City of Sydney	2013	100	The Project Management Office was established in October 2012. As it's first task, the Project Management Office undertook a review of existing processes and presented recommendations to the Executive in April 2013. The approved recommendations are being rolled out (including governance arrangements, templates and guidance), and they will be continually monitored and reviewed throughout 2013-14.	Complete
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Community Indicators Framework

Monitor performance and report progress on the Community Indicators Framework	2013	100	The Community Indicators Framework has been reviewed and will form part of the corporate performance management system. A design has been completed and it will be presented as part of the 2013/14 reporting period.	Complete
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Major Programs

Progress To Date

Status

Organisational alignment with Sustainable Sydney 2030

Continue to develop the organisation's structures and processes and systems to support the delivery of Sustainable Sydney 2030 and ensure that staff are informed and engaged in their role.	Systems and business process improvements have continued to be developed and implemented including new Contract Management e-system and Online Business services established to improve business efficiency and effectiveness. Service reviews have also commenced to improve organisational efficiency and effectiveness.	On Track
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Sustainable Sydney 2030 reporting

Provide regular reporting and major 4 yearly reports to the community on the progress of Sustainable Sydney 2030.

Under the Integrated Planning & Reporting legislation, a formal 4-yearly report, the 'End of Term Report' on strategic targets was developed and presented to the last Council meeting in August 2012. The End of Term Report is a summary of the key achievements of the Council during the elected 4 year election cycle.

On Track

The Annual Report was completed and placed on the City's website in November 2012. The Annual Report outlines the City's achievements in delivering the Operational Plan 2011-12.

The 1st, 2nd and 3rd quarter reports were adopted by Council. The reports outline the City's achievements against the Operational Plan for the respective periods.

Internal Audit

Develop and implement a risk based and comprehensive Internal Audit plan for the City in accordance with the Internal Audit Charter. The rolling risk based three year internal audit plan (July 2013 - June 2016) was approved by the Executive in June 2013 and will be tabled at the August 2013 Audit Risk and Compliance Committee. **On Track**

Council Support

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**

10.P.2 Give priority to community involvement, engagement and partnerships with the City of Sydney

Major Projects	Completion Date	% Complete	Progress To Date	Status
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City Website and E-Business

Complete redevelopment of a comprehensive web presence to enhance communication and services to the public.	2014	100	The City's new website went live in February 2013. Project completed	Complete
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Develop a customer database of persons and other key stakeholders to facilitate improved customer service	2013	55	The project is progressing. Provisions for the management of client data with respect to the Privacy and Personal Information Protection Act are currently being addressed.	Watch
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Develop an Online Business Gateway facility for customers and partners to do online business with the City.	2013	100	The Online Business Gateway facility was a significant achievement. It has provided a secure and effective facility for clients to conduct business transactions involving payments online. The facility provides for clients to pay rates, and childcare fees online, apply and pay for parking permits and to report an issue. The City has a forward program for continued expansion of on-line and mobile accessible facilities	Complete
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Community access to development applications

Provide web access to the City's Development Assessment process and key development information	2013	100	The City is continually working to improve the access to the development process and key development information. Following the upgrade of the City's website improvements to electronic information provision are on-going.	Complete
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Major Programs	Progress To Date	Status
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Community engagement and consultation

Consult with community, business and other key stakeholders to assist in the development and delivery of City of Sydney projects and	During 2012/13, City Conversations delivered 56 events to consult with community, business and other key stakeholders, which are:	On Track
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services.

- 11 x Business 101 seminars
- 7 x Roundtable & briefing
- 2 x Retail Forum
- 6 x ChinaConnect Workshop
- 1 x Sydney China Business Forum
- 4 x Culture Sector Forum
- 11 x Social Housing meetings
- 2 x CitySwitch Café series
- 1 x CitySwitch Award
- 1 x BBP CEO Dinner
- 1 x Smart Green Apartment
- 1 x Smart Blocks Launch
- 1 x GLBT Reception
- 2 x Community Meetings
- 3 x Strata 101
- 1 x Living in Endless City with Ricky Burdett
- 1 x Safety of Separated Cycleways Meeting

Facilitate Community Forums, workshops and other activities to promote public participation and ensure all members of the community have an opportunity to provide input into Council decision making processes.

During 2012/13, City Conversations facilitated 13 events to promote community participation:

On Track

- 11 x Social Housing meetings
- 2 x Community Meetings

Provide information online and deliver City Talks and other events to educate and encourage debate on issues relating to Sustainable Sydney 2030.

During 2012/13, City Conversations delivered 63 events:

On Track

- 3 x City Talk
- 2 x City Conversation
- 2 x Design Excellence
- 11 x Business 101 seminars
- 7 x Roundtable & briefing
- 2 x Retail Forum
- 6 x ChinaConnect Workshop
- 1 x Sydney China Business Forum
- 4 x Culture Sector Forum
- 11 x Social Housing meetings
- 2 x CitySwitch Café series
- 1 x CitySwitch Award
- 1 x BBP CEO Dinner
- 1 x Smart Green Apartment
- 1 x Smart Blocks Launch
- 1 x GLBT Reception
- 2 x Community Meetings
- 3 x Strata 101
- 1 x Living in Endless City with Ricky Burdett
- 1 x Safety of Separated Cycleways Meeting

Customer Service

Develop and implement a Customer Service Strategy that will result in a consistently high level of service across the City's many delivery channels for external and internal customers.

The customer service strategic review has been completed and the findings were presented to Executive in December 2012.

Watch

A draft implementation plan and customer service strategy will be submitted to the Executive on 10 July 2013. A branding campaign has already commenced with the city's Marketing team.

Public Access to Information

Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible.	The Government Information (Public Access) Act 2009 requires the City to make available information on requests received from the public for access to our documents. This information is available on our website and is regularly updated.	On Track
Monitor compliance with privacy legislation to ensure that personal information held by the City is protected.	The Privacy and Personal Information Protection Act and the Health Records and Information Privacy Act require the City to ensure that personal information is collected, stored and disclosed appropriately. Information about how the City complies with these acts is available on our website.	On Track

10.P.3 Ensure the long term financial sustainability of the City of Sydney

Major Projects	Completion Date	% Complete	Progress To Date	Status
Asset Management				
Complete the implementation of a corporate asset management system for the City's assets.	2014	70	The corporate asset management system contains information about the City's assets including location, type, age, value, condition and maintenance history. Currently there are 250,000 assets and 37,000 maintenance jobs in the system. Implementation of the Corporate Asset Management System continues through Phase 3 (of 3), comprising Trades, Cleansing and Waste and strategic planning. Rollout of mobile handheld devices is implemented in Street Trees which includes completion of inspections and job sign off directly from field situations. Data collection projects related to Stormwater Drainage, Parking and Regulatory Signs, Parks and Open Spaces, Roads (including Footways and Kerb and Gutter) and Public Domain infrastructure are complete. A review of Land asset and Parks Plan of Management land information is complete and Buildings is underway. Data transfer from the Corporate Asset Management System to the Dekho mapping system is implemented allowing up to date asset details and maintenance records to be available to City staff	Watch
Refine and revise long term asset management plans for critical infrastructure assets.	2013	90	Asset Management Plans for critical asset classes in for Roads, Stormwater Drainage, Properties, Parks and Open Spaces updated and included in Corporate Plan for 2013-2014. The plans include long term sustainability modelling for the critical classes. Asset Management Plans for 23 asset classes now either complete or underway with the Fleet Services Asset Management Plan being in its 3rd year of review.	On Track

Major Programs

Progress To Date

Status

Business Performance

Undertake Capability 2030 reviews of business units and key business processes to ensure that they deliver on objectives and provide best practice and value for money.	Reviews were carried out in 2012/13 on the following areas: Outdoor Dining Approvals, Library Services, Food Services, Voluntary Planning Agreements, Print and Distribution, Government Grants Management, and the Health and Building Unit.	On Track
	In Q4, the City of Sydney commenced a program of Service Reviews to review the organisation for efficiency and effectiveness. Sixty-four services have been identified across the organisation and reviews will be undertaken on	

each of these services over a two year program.

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. Quotes and tenders are now prepared electronically with positive outcomes for reducing paper wastage.	On Track
Long term financial planning		
Simplify and refine the long term forecasting model to incorporate "business as usual" requirements and new initiatives / proposals	The modelling for the 2012/13 version of the City's Ten Year Financial Plan was developed using the simplified model resulting in a flexible and more efficient modelling platform. Planning for the 2013/14 period is following the same review process	On Track
Property Asset Strategy		
Analyse property portfolio to reflect the City's strategic directions.	The City continually monitors strategic requirements and adjusts the strategy accordingly. As part of the 2013/14 budget process a complete review of each building strategy was conducted.	On Track
Development contributions		
Review current development contributions plans and update where necessary in light of recent planning reforms	Council resolved to finalise and complete the Ultimo Pyrmont Plan. The NSW Government's Planning White Paper foreshadows changes to contributions planning. The planned review of the City's 2006 contribution plan will be postponed until the outcomes of the Planning White Paper are more certain. In the meantime work will continue on the plan preparation such bring the schedule of works up to date with Council's capital works program.	On Track
10.P.4 Establish and monitor partnerships for change		
Major Programs	Progress To Date	Status
Local and regional partnerships		
Strengthen local and regional partnerships through consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community. Government partnerships include Southern Sydney Regional Organisation of Councils, Inner City Mayors Forum.	<p>During 2012/13 City Conversations delivered a range of conversations which enhanced partnerships with regional State Government and International Governments including:</p> <p>City Talk - Feb 2012 with Sir Tim Berners Lee "Then, now, tomorrow - what next for the World Wide Web"</p> <p>City Talk - April 2013 with Carol Colletta and Richard Roxburgh - "What Creative Life do you want for Sydney?"</p> <p>Design Excellence - Green Square Library completion</p> <p>City Talk - Nov 2012 - "Recipes for Change - how food is changing the cultural and community life of cities" with David McWilliam</p> <p>City Conversation - The Big Decision - Light Rail for George St</p> <p>Oxford St, Roundtable</p> <p>Safety of separated cycleways- briefing with international keynote for Inner City Council's and City staff</p> <p>Design Excellence - Deputy Mayor of Paris - "Governing the Metropolis - Can Sydney be the new Paris?"</p> <p>Transport Roundtable</p> <p>Better Buildings partnership - CEO Dinner</p> <p>City Switch Annual Awards</p> <p>Sydney - China Business Forum</p> <p>George St - Light Rail briefing</p> <p>Light Rail - Surry Hills Route - public meeting</p>	On Track

International partnerships and sister cities

Utilise international partnerships and sister cities 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. Manage international delegations to provide positive cultural and economic outcomes for the City.

The City continues to promote information exchanges with international cities, hosting delegations and meetings with consular staff. Councillors and staff met with representatives from Uruguay, Thailand, Peru, China, the United Arab Emirates and the United States of America.

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 Infrastructure Australia and the Council of Capital City Lord Mayors.

The City has continued its involvement in the Council of Capital City Lord Mayors with CEO's meeting in Brisbane in May and the Lord Mayors due to meet in July. Infrastructure Australia have recently announced the Inner Sydney Regional Cycling Network as an 'early start' project which should be given priority.

On Track

Non-Government Partnerships

Develop and strengthen non-government partnerships through consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community. Partnerships include City of Sydney Business Forums, Industry Forums and Roundtable Discussions.

During 2012/13 financial year City Conversations delivered a total of sixty seven partnership events.

On Track

- City Talk - Feb 2012 with Sir Tim Berners Lee "Then, now, tomorrow - what next for the World Wide Web"
- City Talk - April 2013 with Carol Colletta and Richard Roxburgh - "What Creative Life do you want for Sydney?"
- Design Excellence - Green Square Library completion
- City Talk - Nov 2012 - "Recipes for Change - how food is changing the cultural and community life of cities" with David McWilliam
- City Conversation - The Big Decision - Light Rail for George St
- Oxford St, Roundtable
- Safety of separated cycleways- briefing with international keynote for Inner City Council's and City staff
- Design Excellence - Deputy Mayor of Paris - "Governing the Metropolis - Can Sydney be the new Paris?"
- Transport Roundtable
- Better Buildings partnership - CEO Dinner
- City Switch Annual Awards
- Sydney -China Business Forum
- George St - Light Rail briefing
- Light Rail - Surrey Hills Route - public meeting
- Cultural Plan Discussion Paper - Sector briefing
- Cultural Plan Discussion Paper - Sector Forums x4
- Lord Mayor Chamber Forum
- City Conversation - Future of Live Music in Sydney.
- Social Housing Meetings x12
- Open Sydney - Roundtables and Forums x4
- Business 101 forums x 10
- Safe City international Students Seminar
- Oxford St Property Owners Forum
- China Connect x6
- City Switch Breakfast Series x6
- Smart Blocks launch

Knowledge Sydney Action Plan

Implement priority actions from the Education Action Plan; in collaboration with Sydney's education institutions, to support international students and promote Sydney's education and research sectors.

The City has worked with sector stakeholders throughout the year to collaborate on a number of initiatives including a welcome event for international students, publication of a guide for students living in Sydney, community leadership and internship programs to help students gain experience of work and community life in Sydney, safety seminars and two roundtables held in conjunction with the NSW Government to progress key issues facing the sector (including student safety, work opportunities and welcome).

On Track

Knowledge Exchange Network

Continue the knowledge exchange network with significant Australian and New Zealand Councils to facilitate the transfer of knowledge and best practice.

Staff have met with officers from Melbourne City Council and Perth City Council regarding business improvement methodologies and the introduction of Integrated Planning and Reporting in Western Australia, respectively. Staff from different sections have established informal networks within their own focus areas with councils across Australia. A more formal knowledge exchange network will be pursued with major Australian and New Zealand Councils to align with internal outcomes.

On Track

10.P.5 Participate in broader governance reform processes

Major Programs

Progress To Date

Status

Governance Reform

City of Sydney participation in forums at a state and federal level such as the National Urban Policy Forum and the Local Government Review Panel.

The City has participated in workshops on the Local Government Independent Review Panel's Future Directions Discussion Paper and the NSW Government's Regional Action Plans as well as roundtable discussions on the implementation of light rail in Sydney.

On Track

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 a range of Federal and State Government strategies and discussion papers such as the Local Government Acts Taskforce Discussion Paper, the Metropolitan Strategy for Sydney 2031, the Southern Precinct Concept Plan of the Sydney Convention Centre development, the NSW Government's Energy from Waste – Draft Policy Statement, the Concept Plan for Blocks 1 and 4 Central Park and Kensington Precinct, Central Park, Chippendale, the proposal for the Sydney Heritage Fleet, 5-7 Street, Pyrmont, and the Southern Local Health District's Disability Action Plan, The City's draft submission on the NSW Government's Planning Reform White Paper was also submitted this quarter, with the final submission to follow.

On Track

10.S.1 Key Performance Indicators

Accountability and transparency

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications received	No	3	18	-	3	1	1	4	9	The number of Government Information (Public Access) Act formal applications decreased from the previous year. The City pro-actively releases information and treats applications as informal requests where possible, in line with the commitment to make information easily accessible to the public.	On Track
GIPAA Formal Access Applications determined	No.	-	19	-	3	2	0	5	10	The number of Government Information (Public Access) Act 2009 formal applications decreased from the previous year. The City	Indicator Only

proactively releases information, and treats applications as informal requests where possible, in line with the commitment to make information easily accessible to the public.

GIPAA Informal Access Applications received	No.	-	6,184	-	1,673	1,060	1,184	1,464	5,381	The method for calculating informal requests for information by the public was changed during 2012/13 to include only initial contact and to omit consequent 'in person' visits by researchers. Without this adjustment the 2012/13 result would be 6,500, reflecting the continued trend of an increasing demand for this service.	On Track
Subpoenas for information received	No	-	-	-	13	6	19	17	55	This year, the City responded to 55 court orders to produce documents in accordance with subpoena schedules. The City was not a party to a high proportion of these subpoenas.	On Track
Public Interest disclosures received	No	-	-	-	1	0	1	1	3	Disclosures can be made under the Public Interest Disclosures Act 1994 if it is believed on reasonable grounds that fraud or corruption is occurring at the City. Information on public interest disclosures is stated within the City's Fraud and Corruption Internal Reporting Policy which is available on our website.	Indicator Only

Complaints Processes

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Complaints upheld regarding code of conduct (measured annually)	No.	-	-	-	-	-	-	0	-	No code of conduct complaints were upheld.	Indicator Only
Complaints regarding corruption or maladministration by City staff upheld	No	-	4	-	0	1	3	0	4	Please note that the figure of 4 is the total number of corruption or maladministration complaints upheld within the 2012/13 financial year. The breakdown of the complaints upheld through the financial year is as follows: Q1 - 0; Q2 - 1; Q3 - 3; and Q4 - 0.	Indicator Only

Workforce

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent (FTE) establishment positions	No	1,767.58	1,830.55	-	1,860.83	1,869.99	1,870.92	1,869.92	1,869.92		Indicator Only
Vacancy rate (approved FTE positions)	%	6.97	8.2	-	8.32	7	7.1	7.2	7.41	The vacancy rate is relatively stable.	Indicator Only

Lost time injuries	No	-	34	-	7	9	9	10	35	Lost time injuries remain stable this year. There were 34 LTI's in 2011/12 in comparison to 35 in the current year. However proactive injury management practices have assisted workers return to pre injury duty. The total days lost for injured workers has decreased from 549 in 2011/12 to 473 in 2012/13.	Indicator Only
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Staff in formal further education (measured annually)	%	6.06	4.9	5	-	-	-	6.2	6.2	During 2012/13 there were 113 staff participating in the program compared with 88 staff in 2011/12. This measure now includes all staff supported in higher education during the year including those enrolled for part of the year.	On Track
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Customer service

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		

Calls received by customer call centres	No	238,313	243,286	-	60,640	59,197	62,209	59,098	241,144	There were a total of 241,144 calls to the call centre in 2012/13, a slight increase of 2% compared to 2011/12, which registered 235,789 calls.	Indicator Only
										The development of the Online Business Gateway may see a gradual decrease in calls to the call centre in 2013/14 as customers increasingly seek to conduct business via the city's website.	

Calls answered within 20 seconds	%	79.25	81.58	80	85.3	82.6	82.8	86.07	84.19	Performance improved by 4% this quarter. The overall result for the year was 84% which was a 3% increase on the previous year. This is due to a continued focus on quality assurance, training and effective recruitment practices within the call centre.	On Track
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Calls completed at first contact	%	67.64	74	70	77.4	81.5	79.5	79.19	79.4	The Q4 result was consistent with the previous quarter. The performance overall for 2012/13 was 79.3%, a 5% increase on 2011/12. This reduced the number of calls that needed to be transferred to other business areas by at least 12,000 calls in comparison to the previous year.	On Track
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Customer requests received	No.	99,997	91,435	-	22,484	24,591	24,897	24,799	96,771	The City received a total of 96,771 customer requests through the Pathway corporate system in 2012/13. This represents a 6% increase on 2011/12. The areas showing increases included Building Compliance, Community and Corporate, Waste Services and Graffiti.	Indicator Only
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Waste Services received the most requests

with 45% followed by Parking, Traffic and Transport (12%), Roads and Footpaths (13%), Community and Corporate (7%) and Graffiti also at 7%.

Customer requests actioned within agreed service standards	%	94.75	93.81	95	93	94	86.03	92	91.26	The number of customer requests completed within key performance indicators in 2012/13 was 91%, a decrease of 3% compared to 2011/12. Most categories were stable with the exception of Building Compliance which decreased by 5% and Waste Services by 6%.	Watch
Customer satisfaction from Mystery Shopper Survey (overall City of Sydney result)	%	84	84.5	85	86	87	82	83	84.5	<p>The overall performance of the Mystery Customer assessments across business areas increased slightly to 85%. The areas that performed strongly during the year included, Libraries, Recreation and Community Centres, Customer Service, Youth Centres, Over 55's, Tennis Courts and Traffic Operations. The Aquatic Centres showed some inconsistent results, and Footway Licensing (managed by Brookfield Multiplex), demonstrated consistently below average performance in the telephone assessments.</p> <p>The sample sizes for telephone assessments will increase for some business areas in 2013/14. This will generate a more pronounced, accurate indication of telephone performance. The number of business areas in the overall assessment program has also been reduced to compensate for the additional larger call samples.</p>	Watch

11 Business Activities

11.P.1 Parking Stations

Major Projects	Completion Date	% Complete	Progress To Date	Status
Goulburn Street Parking Station				
Upgrade Parking Station	2014	30	Artwork south façade unveiled on 17 February 2013. Green wall trials underway. Public Domain design works commenced	On Track

Major Programs	Progress To Date	Status
Improve parking station performance		

Improve the utilisation of parking stations, particularly Goulburn Street. Improve Kings Cross Car Park facilities to provide better access to Kings Cross Village	A general downturn in occupancy and revenue across all city centre parking stations remains evident. Effective programs to encourage public transport use, walking and cycling appear to be affecting occupancy. Comprehensive marketing plans were implemented for both parking stations with a focus on competitive pricing strategies and media campaigns. A trial of a reduced and simplified rate structure was implemented at Goulburn Street Car Park in Q3, and following a positive review, was continued in Q4. The occupancy rates at Goulburn Street exceeded the target for Q4 for the first time in the financial year. The upward trend in occupancy resulted from the new rate structure, which has now been permanently retained for 2013/14. A review of the rate structure at Kings Cross Car Park is planned for 2013/14.	On Track
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Improve parking meter performance		
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Improve parking meter performance through meter upgrades and improved credit card technology	A total of 953 MX and 232 Parkeon parking meters have now been upgraded with technology to improve payment processing and to block invalid card types. Tenders for up to 200 new ticket machines to take advantage of upgraded technologies and improve customer experiences were evaluated during Q3 and awarded in Q4. An upgrade program for 603 Duncan MX meters to meet EMV credit card security standards has been completed in Q4. The EMV upgrade program which also allows live credit card transactions, improves battery life and reduces ticket jams will be continued in 2013/14 for the balance of the City's machines. All new and upgraded meters will be compliant with new international EMV credit card security standards by April 2014.	On Track
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Key Performance Indicators

Key Performance Indicator	Unit	2010/11	2011/12	2012/13	2012/13 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Occupancy Rate of Goulburn Parking Station	%	-	71.4	75	68.5	67.6	70.2	80	71.58	Refer program commentary.	Watch
Occupancy Rate of Kings Cross Parking Station	%	-	65.19	70	68.7	66.2	66.8	60.5	65.55	Refer program commentary.	Watch