City of Sydney 2025/26 Annual Reporting and Public Presentation of the 2025/26 Financial Statements and Audit Reports to Council

File No: X122203

Summary

At the Council meeting on 26 October 2026, Council received the draft Annual Financial Statements and resolved that notice be given for public presentation of the statements at the Council meeting on 16 November 2026. This report now presents the City of Sydney's Annual Financial Statements for 2025/26 and the auditor's reports to the public.

As noted in the 26 October 2026 Council report, the Income Statement for the year ended 30 June 2026 shows a Net Operating Result for the year of $137.2M, in accordance with relevant accounting standards and reporting requirements. The Statement of Financial Position reports Net Assets of $17.1B, an increase of $0.6B over the year reflecting the positive Net Operating Result and a revaluation of the book value of a number of infrastructure and land asset classes.

No issues of concern were identified at that meeting, and it was noted that the Audit Office were likely to issue an unmodified audit opinion following the completion of the final stages of the audit. In October 2026 the City received that unmodified audit opinion, which is included within Attachment A, and these reports have all now been lodged with the Office of Local Government by the 31 October deadline.

This report also presents the City's Annual Report for 2025/26 for Council endorsement. The Annual Report, including the Delivery Program 2025–2029 Progress Report for 2025/26 on operational performance, specific reporting elements and the annual financial statements, meets all legislative reporting requirements. An update on the 10 Targets in the Community Strategic Plan Delivering Sustainable Sydney 2030–2050 is provided in the Delivery Program 2025–2029 – Progress Report 2025/26. The delivery program reporting requirement is provided at Attachment B and the statutory reporting requirement is provided as Attachment C.

This report presents the 2025/26 annual report on the City's Inclusion (Disability) Action Plan 2025-2029. The Inclusion (Disability) Action Plan 2025-2029 was adopted by Council on 23 June 2025. The plan enables the City to meet its obligations to provide accessible facilities and services in accordance with the Disability Discrimination Act 1992 and obligations under the NSW Disability Inclusion Act 2014. A copy of the 2025/26 annual report for the Inclusion (Disability) Action Plan 2025-2029 is at Attachment D.

The Green Report (Annual Environmental Report) informs Council and the community about the City's progress in delivering on its environmental goals and targets and is also presented. The report covers results and achievements from the 2025/26 financial year, across the City's own operations and our actions and programs in the local area. This covers the goals and targets from the Environmental Strategy 2025-2030 adopted on 23 June 2025, and the Greening Sydney Strategy. A copy of the Green Report for 2025/26 is at Attachment E.

Recommendation

It is resolved that:

(A) Council present the 2025/26 Annual Financial Statements and auditor's reports to the public as shown at Attachment A to the subject report

(B) Council adopt the 2025/26 Annual Financial Reports subject to the receipt of any submissions over the ensuing 7-day period

(C) Council endorse the 2025/26 Annual Report, including the Financial Statements, Delivery Program 2025–2029 Progress Report and Statutory Returns for 2025/26 as shown at Attachments A, B and C to the subject report

(D) Council note the 2025/26 annual report on the City's Inclusion (Disability) Action Plan 2025-2029 as shown at Attachment D to the subject report

(E) Council note the 2025/26 Green Report as shown at Attachment E to the subject report

(F) authority be delegated to the Chief Executive Officer to make any minor amendments to the reports to correct any drafting errors and finalise design, artwork and accessibility.

Attachments

Attachment A. Annual Report 2025/26 – Financial Statements 2025/26

Attachment B. Annual Report 2025/26 – Delivery Program 2025–2029 - Progress Report 2025/26

Attachment C. Annual Report 2025/26 – Statutory Returns

Attachment D. Annual Report 2025/26 – Inclusion (Disability) Action Plan 2025-2029

Attachment E. Green Report (Annual Environmental Report) 2025/26

Background

Annual Financial Statements

1. The City's Annual Financial Statements were presented to the Corporate, Finance, Tenders and Properties Committee on 19 October 2026. As part of the covering Council report, it was noted that the NSW Audit Office had issued an unmodified audit opinion following the completion of the of the audit.

2. The draft 2025/26 Annual Financial Statements were then presented to Council on 26 October 2026.

3. The Financial Statements and the auditor's reports were lodged with the Office of Local Government by the 31 October statutory deadline (lodged 2 November 2026, as 31 October 2026 was a Saturday - noting this meets the statutory deadline).

4. Public notice, via the Sydney Your Say website, commencing on 28 October 2026, was given to advise that the annual Financial Statements and auditor's reports would be presented to the public at the Council meeting of 16 November 2026 (Corporate, Finance, Properties and Tenders Committee meeting on Monday 9 November 2026).

5. The Local Government Act 1993 states that any person may make submissions to the Council in respect to the annual Financial Statements or auditor's reports. Submissions must be made in writing and submitted to Council within 7 days after the date on which the reports are presented to the public. Council must ensure that any submissions are forwarded to the auditor.

6. Effective measurement and monitoring of a range of relevant performance indicators, particularly those related to asset management, remains an ongoing challenge. The City of Sydney supports the ongoing effort to assess and report each council's financial and asset management sustainability and will continue to work with the Office of Local Government to refine the definition and appropriate benchmarks set for financial indicators. In the interim, the City of Sydney has reported all mandatory indicators, and additional (supplementary) indicators where it believes these provide more relevant information for the readers of the financial statements.

7. The City continues to seek to work with the Audit Office and the Office of Local Government to improve financial reporting in the local government sector. For example, improvements could include development of transparent approaches to fixed asset valuation that meet Australian Accounting Standards and are consistently and predictably applied across the sector. Valuation adjustments, which are notional book entries and non-cash in nature, can have a very significant impact on the financial position of a council as has occurred again in 2025/26.

8. A copy of the Annual Report – Financial Statements incorporating the auditors' reports is provided as Attachment A to the subject report.

Annual Report

9. This report also presents the City of Sydney’s Annual Report for 2025/26 for Council’s endorsement. It meets the legislative requirements for reporting, including the report on operational performance, specific reporting elements and the annual financial statements. The Annual Report will be published on the City’s website and provided to the Minister for Local Government in accordance with section 428 of the Local Government Act 1993 no later than 30 November 2026.

10. The Delivery Program 2025–2029 – Progress Report 2025/26 is provided as Attachment B and the Statutory Returns component is Attachment C. The progress report is based on the progress report provided to Council for Quarter 4 2025/26 with some data updated for latest information available.

11. The Delivery Program 2025–2029 – Progress Report 2025/26 also provides an update on the 10 Targets in the Community Strategic Plan Delivering Sustainable Sydney 2030-2050.

Annual Report 2025/26 – Inclusion (Disability) Action Plan

12. This report presents the 2025/26 annual report on the City's Inclusion (Disability) Action Plan 2025-2029 which was adopted by Council on 23 June 2025. The plan enables the City to meet its obligations to provide accessible facilities and services in accordance with the Disability Discrimination Act 1992 and obligations under the NSW Disability Inclusion Act 2014. The 2025/26 annual report on the Inclusion (Disability) Action Plan 2025-2029 is provided as Attachment D to the subject report.

13. A copy of the Annual Report 2025/26 Inclusion (Disability) Action Plan 2025–2029 will be provided to the Minister for Families and Communities and Disability Inclusion, the NSW Disability Council and made available on the City's website, in line with requirements under the NSW Disability Inclusion Act 2014.

Green Report – Annual Environmental Report 2025/26

14. The Green Report informs Council and the community about the City's progress in delivering on its environmental goals and targets and is also presented. The report covers results and achievements from the period 1 July 2025 to 30 June 2026, across the City's own operations and our actions and programs in the local area. This covers the goals and targets from the Environmental Strategy 2021–2025 and the Greening Sydney Strategy. A copy of the Green Report for 2025/26 is provided at Attachment E to the subject report.

Key implications

Strategic alignment - Sustainable Sydney 2030-2050 Continuing the Vision

15. Sustainable Sydney 2030–2050 Continuing the Vision renews the communities' vision for the sustainable development of the city to 2050. It includes 10 strategic directions to guide the future of the city, as well as 10 targets against which to measure progress.

16. The Annual Report and the 4-yearly State of our city report includes updates on progress across all 10 directions and the 10 targets in the Community Strategic Plan Delivering Sustainable Sydney 2030–2050. The next State of our city report will be published in 2028 following local government elections.

17. The other attached reports align with the following strategic directions and objectives:

    (a) Direction 1 – Responsible governance and stewardship – Publishing comprehensive reports on the City's performance in actioning its Delivery Program 2025–2029, environmental performance and progress implementing the Inclusion (Disability) Action Plan each year provides the community with factual and transparent information and demonstrates accountability. The Annual Report Statutory Returns and Financial Statements also provides the community with factual and transparent information and demonstrates accountability.

    (b) Direction 2 – A leading environmental performer – The Green Report is the City's primary publication that outlines how we are delivering on this direction.

    (c) Direction 3 – Public places for all – The annual report 2025/26 for the Inclusion (Disability) Action Plan 2025–2029 details projects that deliver improved accessibility of public spaces and infrastructure.

    (d) Direction 4 – Design excellence and sustainable development – Sustainability of the built environmental is addressed in the Green Report.

    (e) Direction 5 – A city for walking, cycling and public transport – The City's actions to deliver on this direction are covered in the Green Report.

    (f) Direction 6 – An equitable and inclusive city – The annual report 2025/26 for the Inclusion (Disability) Action Plan 2025–2029 details projects, programs and initiatives that create a more inclusive City for people with disability and mental health conditions.

    (g) Direction 7 - Resilient and diverse communities – The City of Sydney's actions to build climate resilience are covered in the Green Report, as is the work of Resilient Sydney.

Risks

18. The community strategic plan identifies community priorities and aspirations for the local area. While the City of Sydney has a critical role in delivering projects, programs and services that support the community strategic plan, many other levels of government and organisations are also responsible to contribute to the targets and outcomes in the plan.

19. The Risk Appetite Statement provides guidance about the amount of risk the City of Sydney is willing to take in order to achieve our strategic goals, while ensuring the protection of our assets, reputation and the wellbeing of our employees and community.

20. We accept that in order to achieve our strategic vision and objectives that we must accept some risks that are proportionate to the potential reward, especially where growth, transformation and innovation is involved.

21. Our primary objectives in managing risk are to:

    - protect the wellbeing of our community, employees and stakeholders
    - safeguard our people, assets, reputation and financial resources
    - ensure compliance with applicable laws, regulations and standards
    - enable innovation and growth while balancing potential risks
    - optimise service delivery and operational efficiency.

22. The community strategic plan is consistent with the City of Sydney's risk appetite statement, specifically:

    - We comply with our legal and regulatory requirements.
    - We encourage considered risk taking that supports innovation, efficiency and the achievement of our strategic objectives.

23. The Annual Report and Annual Financial Statements provide evidence and contribute to the City's compliance to its legal and regulatory obligations.

Financial implications

24. The City of Sydney’s Income Statement for the year ended 30 June 2026 reports a Net Operating Result of $137.2M and the Balance Sheet reports Net Assets of $17.1B, reflecting a strong and stable financial position.

25. The City remains well placed to deliver the commitments made to its community within its suite of integrated plans, and as budgeted and projected within its adopted long term financial plan.

26. As the Delivery Program 2025-2029 annual progress report for 2025/26, Green Report and Annual Report 2025/26 for the Inclusion (Disability) Action Plan 2025-2029 cover work already undertaken, there are no additional financial implications to note.

Relevant legislation

27. Local Government Act 1993, sections 418 to 420, 428 and 54P of the Local Government Act 1993 and clauses 132, 186, 216T and 217 of the Local Government (General) Regulation 2021 detail the requirements for councils to include in their annual report.

28. Other legislative and internal requirements that are to be included in the City's annual report include topics that fall under the City of Sydney Act 1988, Environmental Planning and Assessment Act 1979 and its regulations, Government Information (Public Access) Regulation 2018, Fisheries Management Act 1994, Public Interest Disclosures Act 1994, Swimming Pools Act 1992, Carers Recognition Act 2010, Disability Inclusion Act 2014; the Office of Local Government Integrated Planning and Reporting Guidelines, Special Rate Variation and Capital Expenditure Guidelines and reporting on the City's corporate sponsorship policy.

Critical dates / Time frames

29. As soon as practicable after Council receives a copy of the auditor's reports, it must fix a date and give public notice for the meeting at which it proposes to present its audited financial statements, together with the auditor's reports, to the public.

30. The meeting is being held within the required statutory window of at least 7 days after the date of notice, but not more than 5 weeks after the auditor's reports and opinion are received by Council.

31. Within 5 months after the end of each year, an annual report for that year must be prepared and endorsed.

Public consultation

32. The 2025/26 Annual Financial Statements and auditor's reports were made available for public viewing electronically via Council's website from 28 October 2026 (following endorsement for public exhibition by the Council on 26 October 2026), with printed copies made available upon request.

33. At the time of preparing this report no submissions have been received from the public.

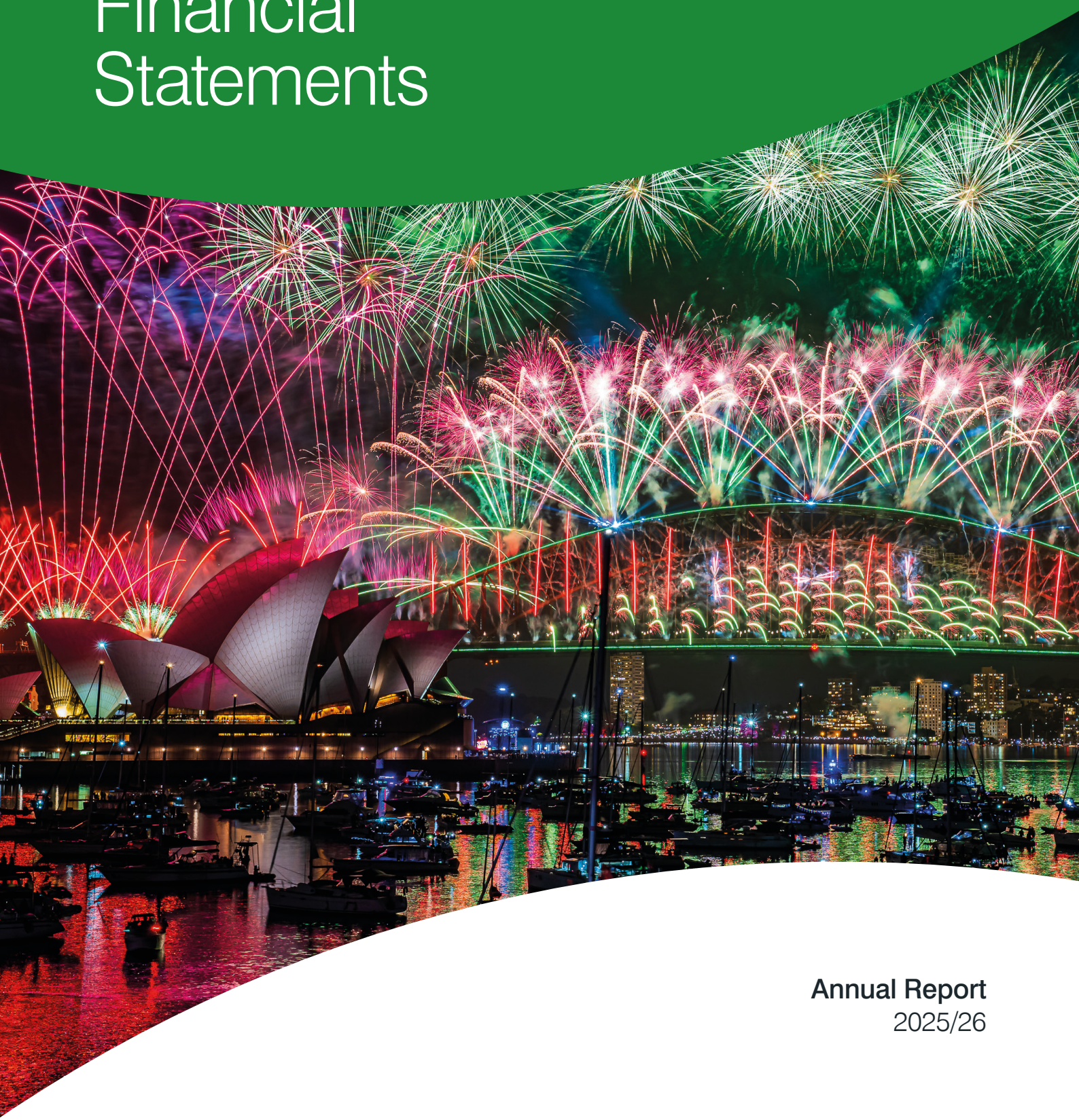
JEAN-MICHEL CARRIERE

Executive Director Finance and Procurement

Attachment A

Annual Report 2025/26 – Financial Statements 2025/26

General Purpose Financial Statements



Annual Report
2025/26

The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area.

CITY OF SYDNEY

The Council of the City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area. We acknowledge Elders past and present and celebrate the diversity of Aboriginal and Torres Strait Islander peoples and their ongoing cultures and connections to Country.

General Purpose Financial Statements cover image: Sydney New Years Eve. Keith McInnes/ City of Sydney

Special Purpose Financial Statements cover image: Gunyama Park, Zetland. Chris Southwood/City of Sydney)

Special Schedules cover image: Artwork by Brenda L Croft, Wahganmuggalee (Farm Cove). Abril Felman/City of Sydney

Council of the City of Sydney

General Purpose Financial Statements

for the year ended 30 June 2026

Contents Page

Statement by Councillors and Management 3

Primary Financial Statements:

Income Statement 4
Statement of Comprehensive Income 5
Statement of Financial Position 6
Statement of Changes in Equity 7
Statement of Cash Flows 8

Notes to the Financial Statements 9

Independent Auditor's Reports:

On the Financial Statements (Sect 417 [2]) 63

Overview

City of Sydney is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

456 Kent Street
Sydney NSW 2000

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.cityofsydney.nsw.gov.au .

Council of the City of Sydney

General Purpose Financial Statements

for the year ended 30 June 2026

Statement by Councillors and Management for the year ended 30 June 2026 made pursuant to section 413 (2c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder
- the Australian Accounting Standards issued by the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

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

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

Signed in accordance with a resolution of Council made on 26 October 2026.

Clover Moore
Lord Mayor
26 October 2026

Robert Kok
Councillor
26 October 2026

Monica Barone
Chief Executive Officer
26 October 2026

Jean-Michel Carriere
Responsible Accounting Officer
26 October 2026

Council of the City of Sydney

Income Statement

for the year ended 30 June 2026

Original unaudited budget 2026	*$ '000*	Notes	*Actual 2026*	*Actual 2025*
	Income from continuing operations			
442,098	Rates and annual charges	B2-1	**441,594**	420,955
153,607	User charges and fees	B2-2	**165,361**	162,346
45,265	Other revenue	B2-3	**49,892**	50,103
18,166	Grants and contributions provided for operating purposes	B2-4	**21,075**	15,652
97,410	Grants and contributions provided for capital purposes	B2-4	**128,024**	111,331
30,401	Interest and investment income	B2-5	**33,125**	39,676
89,399	Other income	B2-6	**95,701**	109,685
876,346	**Total income from continuing operations**		**934,772**	909,748
	Expenses from continuing operations			
319,040	Employee benefits and on-costs	B3-1	**319,049**	306,623
248,888	Materials and services	B3-2	**290,406**	286,173
–	Borrowing costs	B3-3	**218**	211
70,533	Other expenses	B3-5	**52,365**	46,497
–	Net loss from the disposal of assets	B4-1	**6,126**	6,568
638,461	**Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets**		**668,164**	646,072
237,885	**Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets**		**266,608**	263,676
129,025	Depreciation, amortisation and impairment of non-financial assets	B3-4	**129,366**	130,214
108,860	**Operating result from continuing operations**		**137,242**	133,462
108,860	Net operating result for the year attributable to Council		**137,242**	133,462
11,449	**Net operating result for the year before grants and contributions provided for capital purposes**		**9,218**	22,131

The above Income Statement should be read in conjunction with the accompanying notes.

Council of the City of Sydney

Statement of Comprehensive Income

for the year ended 30 June 2026

$ '000	Notes	*2026*	*2025*
Net operating result for the year – from Income Statement		**137,242**	133,462
Other comprehensive income:			
Amounts which will not be reclassified subsequent to operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-8	**414,732**	1,116,252
Movement in Trust Assets reserve - Crown land revaluation	C1-8	**56,911**	201,866
Total items which will not be reclassified subsequent to operating result		**471,643**	1,318,118
Total comprehensive income for the year attributable to Council		**608,885**	1,451,580

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Council of the City of Sydney

Statement of Financial Position

as at 30 June 2026

$ '000	Notes	*2026*	*2025*
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	**61,369**	59,230
Investments	C1-2	**465,900**	520,800
Receivables	C1-4	**44,348**	42,535
Inventories	C1-5	**472**	417
Contract assets	C1-6	**20,286**	17,560
Other		**12,493**	11,626
Non-current assets classified as 'held for sale'	C1-7	**192,517**	200,597
Total current assets		**797,385**	852,765
Non-current assets			
Investments	C1-2	**137,550**	184,950
Receivables	C1-4	**50,131**	54,127
Infrastructure, property, plant and equipment (IPPE)	C1-8	**15,838,563**	15,219,212
Investment property	C1-9	**566,757**	551,793
Intangible assets	C1-10	**44,243**	34,715
Right of use assets	C2-1	**9,907**	9,652
Other		**42**	56
Total non-current assets		**16,647,193**	16,054,505
Total assets		**17,444,578**	16,907,270
LIABILITIES			
Current liabilities			
Payables	C3-1	**137,977**	195,685
Contract liabilities	C3-2	**42,676**	46,669
Lease liabilities	C2-1	**360**	341
Employee benefit provisions	C3-4	**78,775**	76,129
Provisions	C3-5	**12,281**	13,019
Total current liabilities		**272,069**	331,843
Non-current liabilities			
Contract liabilities	C3-2	**40,539**	54,132
Lease liabilities	C2-1	**10,764**	10,426
Employee benefit provisions	C3-4	**3,149**	2,388
Provisions	C3-5	**22,974**	22,283
Total non-current liabilities		**77,426**	89,229
Total liabilities		**349,495**	421,072
Net assets		**17,095,083**	16,486,198
EQUITY			
Accumulated surplus		**4,861,588**	4,724,346
IPPE revaluation surplus	C4-1	**8,349,547**	7,910,400
Trust Assets Reserve	C4-1	**3,883,948**	3,851,452
Total equity		**17,095,083**	16,486,198

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Council of the City of Sydney

Statement of Changes in Equity

for the year ended 30 June 2026

$ '000	Notes	2026 Accumulated surplus	2026 IPPE revaluation surplus	2026 Trust assets reserve	2026 Total equity	2025 Accumulated surplus	2025 IPPE revaluation surplus	2025 Trust assets reserve	2025 Total equity
Opening balance at 1 July		**4,724,346**	**7,910,400**	**3,851,452**	**16,486,198**	4,590,884	6,794,148	3,649,586	15,034,618
Opening balance		**4,724,346**	**7,910,400**	**3,851,452**	**16,486,198**	4,590,884	6,794,148	3,649,586	15,034,618
Net operating result for the year		**137,242**	**–**	**–**	**137,242**	133,462	–	–	133,462
Net operating result for the year		**137,242**	**–**	**–**	**137,242**	133,462	–	–	133,462
Other comprehensive income									
Gain/(loss) on revaluation of infrastructure, property, plant and equipment	C1-8	**–**	**414,732**	**56,911**	**471,643**	–	1,116,252	201,866	1,318,118
Other comprehensive income		**–**	**414,732**	**56,911**	**471,643**	–	1,116,252	201,866	1,318,118
Total comprehensive income		**137,242**	**414,732**	**56,911**	**608,885**	133,462	1,116,252	201,866	1,451,580
Transfers between equity items		**–**	**24,415**	**(24,415)**	**–**	–	–	–	–
Closing balance at 30 June		**4,861,588**	**8,349,547**	**3,883,948**	**17,095,083**	4,724,346	7,910,400	3,851,452	16,486,198

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Council of the City of Sydney

Statement of Cash Flows

for the year ended 30 June 2026

Original unaudited budget 2026	*$ '000*	Notes	*Actual 2026*	*Actual 2025*
	Cash flows from operating activities			
	Receipts:			
442,824	Rates and annual charges		**440,227**	420,927
151,974	User charges and fees		**179,074**	175,413
30,401	Interest received		**36,115**	41,105
95,374	Grants and contributions		**37,090**	135,237
–	Bonds, deposits and retentions received		**13,672**	8,409
132,748	Other receipts from Operating Activities		**174,175**	187,176
	Payments:			
(314,950)	Payments to employees		**(322,376)**	(293,292)
(238,394)	Payments for materials and services		**(342,355)**	(362,954)
–	Borrowing costs		**(218)**	(211)
–	Bonds, deposits and retentions refunded		**(8,146)**	(10,708)
(68,900)	Other payments for Operating Activities		**(47,697)**	(39,469)
231,077	**Net cash provided by operating activities**	G1-1(a)	**159,561**	261,633
	Cash flows from investing activities			
	Receipts:			
36,800	Sale/Redemption of investment securities - Floating Rate Notes		**36,800**	19,500
484,000	Redemption of term deposits		**489,000**	510,000
–	Sale of investment property		**–**	2,897
170,276	Sale of infrastructure, property, plant and equipment and non-current assets held for sale		**9,107**	3,723
2,607	Sale of intangible assets		**–**	–
	Payments:			
–	Purchase of investments - Floating Rate Notes		**(23,500)**	(40,650)
(547,965)	Acquisition of term deposits		**(400,000)**	(494,000)
(11,554)	Payments for investment property - acquisition and works		**(5,453)**	(1,487)
(338,963)	Payments for IPPE		**(245,458)**	(254,675)
(24,000)	Purchase of intangible assets		**(17,589)**	(13,127)
(228,799)	**Net cash flows from investing activities**		**(157,093)**	(267,819)
	Cash flows from financing activities			
	Payments:			
–	Principal component of lease payments		**(329)**	(319)
–	**Net cash flows from financing activities**		**(329)**	(319)
2,278	**Net change in cash and cash equivalents**		**2,139**	(6,505)
53,244	Cash and cash equivalents at beginning of year		**59,230**	65,735
55,522	Cash and cash equivalents at end of year	C1-1	**61,369**	59,230
661,590	plus: Investments on hand at end of year	C1-2	**603,450**	705,750
717,112	Total cash, cash equivalents and investments		**664,819**	764,980

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Council of the City of Sydney

Contents for the notes to the Financial Statements for the year ended 30 June 2026

A About Council and these financial statements 11
A1-1 Basis of preparation 11

B Financial Performance 13

B1 Functions or activities 13
B1-1 Income, expenses and assets – by function/activity 13
B1-2 Components of functions or activities 14

B2 Sources of income 15
B2-1 Rates and annual charges 15
B2-2 User charges and fees 16
B2-3 Other revenue 16
B2-4 Grants and contributions 17
B2-5 Interest and investment income 20
B2-6 Other income 20

B3 Costs of providing services 21
B3-1 Employee benefits and on-costs 21
B3-2 Materials and services 21
B3-3 Borrowing costs 22
B3-4 Depreciation, amortisation and impairment of non-financial assets 22
B3-5 Other expenses 23

B4 Gains or losses 24
B4-1 Gain or loss from the disposal, replacement and de-recognition of assets 24

B5 Performance against budget 25
B5-1 Material budget variations 25

C Financial position 26

C1 Assets we manage 26
C1-1 Cash and cash equivalents 26
C1-2 Financial investments 26
C1-3 Restricted and allocated cash, cash equivalents and investments 27
C1-4 Receivables 29
C1-5 Inventories 31
C1-6 Contract assets 31
C1-7 Non-current assets classified as held for sale 31
C1-8 Infrastructure, property, plant and equipment 32
C1-9 Investment properties 35
C1-10 Intangible assets 35

C2 Leasing activities 36
C2-1 Council as a lessee 36
C2-2 Council as a lessor 38

C3 Liabilities of Council 39
C3-1 Payables 39
C3-2 Contract Liabilities 40
C3-3 Borrowings 41
C3-4 Employee benefit provisions 41

Council of the City of Sydney

Contents for the notes to the Financial Statements for the year ended 30 June 2026

C3-5 Provisions 42

C4 Reserves 45

C4-1 Nature and purpose of reserves 45

D Council structure 46

D1 Financial result and financial position by fund 46

D2 Interests in other entities 46

D3 Discontinued operations 46

E Risks and accounting uncertainties 46

E1-1 Risks relating to financial instruments held 46

E2-1 Fair value measurement 49

E3-1 Contingencies 53

F People and relationships 56

F1 Related party disclosures 56

F1-1 Key management personnel (KMP) 56

F1-2 Councillor and Mayoral fees and associated expenses 56

F2 Other relationships 56

F2-1 Audit fees 56

G Other matters 57

G1-1 Statement of Cash Flows information 57

G2-1 Commitments 57

G3-1 Events occurring after the reporting date 58

G4 Changes from prior year statements 58

G4-1 Changes in accounting policy 58

G4-2 Correction of errors 58

G4-3 Changes in accounting estimates 58

G5 Statement of developer contributions 59

Additional Council disclosures (unaudited)

Statement of performance measures 64

Statement of performance measures – consolidated results 64

Statement of performance measures – consolidated results (graphs) 65

A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 26 October 2026. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The material accounting policy information related to these financial statements are set out below. Accounting policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW),* and *Local Government (General) Regulation 2021* (Regulation), and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future. Actual result may differ from these estimates.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

(i) estimated fair values of investment properties – refer Note C1-9
(ii) estimated fair values of infrastructure, property, plant and equipment – refer Note C1-8
(iii) estimated fair values of non-current assets classified as held for sale - refer Note C1-7
(iv) employee benefit provisions – refer Note C3-4
(v) estimated former depot remediation provisions – refer Note C3-5
(vi) estimated rental waivers provision – refer Note C3-5
(vii) estimated workers compensation self insurance provison – refer Note C3-5.

Significant judgements in applying the Council's accounting policies

(i) Impairment of receivables – refer Note C1-4 and E1-1.
(ii) Determination of whether performance obligations are sufficiently specific and accordingly whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and/or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
(iii) Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council’s Consolidated Fund unless it is required to be held in the Council’s Trust Fund.

The Consolidated Fund consists of cash and other assets associated with general purpose operations only.

continued on next page ...

A1-1 Basis of preparation (continued)

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

The following Trust monies and properties are held by Council but not considered to be under the control of Council and therefore are excluded from these financial statements:

- Sale of Land for Unpaid Rates (residual amounts after outstanding sums recovered)
- Bequests – Trust
- QVB Replacement Fund
- Sydney Metropolitan Mayors Association

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge.

Volunteer services

Council utilises volunteers in the provision of some services. Whilst the contributions of volunteers are a valued aspect of certain services provided to the community, the financial value of these contributions is not considered material, and furthermore, would not be otherwise purchased. Accordingly, volunteer services are not recognised in these financial statements.

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2026 reporting period. Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2025.

Council's assessment of these new standards and interpretations expected to have an impact on the Council's future financial performance and financial position is set out below:

AASB 2024-2 *Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments [AASB 7 and AASB 9]*

This Standard amends AASB 7 and AASB 9 in response to feedback from the 2022 Post-implementation Review of the classification and measurement requirements in AASB 9 and related requirements in AASB 7 and the subsequent 2023 Exposure Draft.

This Standard amends requirements related to:
(a) settling financial liabilities using an electronic payment system; and
(b) assessing contractual cash flow characteristics of financial assets with environmental, social and corporate governance (ESG) and similar features.

This Standard also amends disclosure requirements relating to investments in equity instruments designated at fair value through other comprehensive income and adds disclosure requirements for financial instruments with contingent features that do not relate directly to basic lending risks and costs.

The Council's financial assets consist mainly of term deposits and floating rate notes (FRNs), both considered financial instruments. Given their straightforward nature and the Council's investment policies, these amendments are unlikely to materially affect their classification or measurement.

This Standard is effective for annual reporting periods beginning on or after 1 January 2026, and accordingly will first apply to the Council's financial statements for the year ending 30 June 2027.

B Financial Performance

B1 Functions or activities

B1-1 Income, expenses and assets - by function/activity

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

	Income		*Expenses*		*Operating result*		*Grants and contributions* [1]		*Carrying amount of assets*	
$ '000	***2026***	*2025*	***2026***	*2025*	***2026***	*2025*	***2026***	*2025*	***2026***	*2025*
Functions or activities										
Responsible governance and stewardship	**180,723**	193,108	**261,917**	273,070	**(81,194)**	(79,962)	**1,358**	2,024	**6,205,140**	6,147,027
A leading environmental performer	**3,265**	4,203	**115,985**	110,016	**(112,720)**	(105,813)	**2,405**	3,059	**432,689**	404,582
Public places for all	**133,531**	123,170	**188,677**	170,745	**(55,146)**	(47,575)	**70,627**	59,476	**10,376,382**	10,011,528
Design excellence and sustainable development	**19,553**	20,816	**52,937**	50,708	**(33,384)**	(29,892)	**5,121**	15,568	**230,192**	180,720
A city for walking, cycling and public transport	**109,140**	95,875	**16,469**	15,497	**92,671**	80,378	**43,209**	23,809	**93,722**	82,893
An equitable and inclusive city	**15,667**	15,393	**52,552**	49,525	**(36,885)**	(34,132)	**13,301**	13,195	**2,501**	2,079
Resilient and diverse communities	**55,536**	58,420	**57,177**	57,175	**(1,641)**	1,245	**1,319**	2,273	**8,020**	5,336
A thriving cultural and creative life	**4,483**	5,421	**15,327**	14,912	**(10,844)**	(9,491)	**852**	2,415	**94,347**	70,769
A transformed and innovative economy	**97**	97	**30,537**	31,864	**(30,440)**	(31,767)	**–**	–	**1,585**	2,336
Housing for all	**–**	–	**5,952**	2,774	**(5,952)**	(2,774)	**–**	–	**–**	–
General purpose income [2]	**412,777**	393,245	**–**	–	**412,777**	393,245	**10,907**	5,164	**–**	–
Total functions and activities	**934,772**	909,748	**797,530**	776,286	**137,242**	133,462	**149,099**	126,983	**17,444,578**	16,907,270

(1) Grants & Contributions are also included within Income totals shown above

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

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Council's principal activities align with the Strategic Directions contained within the Community Strategic Plan: *Sustainable Sydney 2030-2050 Continuing the Vision.* The descriptions below reflect the Strategic Directions broadly, and provide a summary of Council's operations and activities that contribute to the achievement of each.

Responsible governance and stewardship
Our organisation continues to evolve to provide governance and leadership for the city and communities. The process includes aligning corporate planning and organisational structure through effective governance procedures in support of all of Council's functions. Activities include: Customer Service, Governance, Risk Management, Media and Communications, Councillor Support and corporate services such as People and Culture, Finance, Information Services and Legal Services.

A leading environmental performer
Our communities live in a city that is regenerative and makes a positive contribution to the planet, to society and to individual lives. We are innovative leaders in climate change adaptation and innovation. The city is part of a decarbonised world. Activities include sustainability programs, cleansing, waste and recycling services, stormwater management and tree management.

Public places for all
The city has more places for people who live, work, invest and visit here. The history of the city and connections to Aboriginal and Torres Strait Islander peoples is evident in our public places. The city centre is an inviting and lively place, clean and safe, day and night, and with creativity and public art at its heart. Our local main streets are thriving hubs with their own distinctive characters. Activities include Parks management, Aquatic and Leisure Centres, sporting venues and facilities, and Public Domain Infrastructure.

Design excellence and sustainable development
The city will continue to grow sustainably and with good design. Communities are inclusive, socially connected, healthy, and live in walkable well-serviced neighbourhoods, supported by public transport. We take the impact of our changing climate into account in the policies that influence development in the city. Activities include City Design, Strategic Planning, Health and Building Services and Project Design and Construction.

A city for walking, cycling and public transport
The city is greener and calmer, with more space for people on the streets – including footpaths and cycleways. More people choose to walk, ride and use public transport. All vehicles in the city are zero emissions. Activities include Parking Management and Transport and Access Strategy.

An equitable and inclusive city
Everyone feels welcome and can afford to live here if they choose. Everyone can participate, prosper, and reach their full potential in a city that is fair and just. Activities include Grants and Sponsorships programs, Childcare services, Libraries, Meals on Wheels and Community Relations**.**

Resilient and diverse communities
The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations. We work with communities, businesses, and other organisations to strengthen connections and networks, to prepare the city and be able to recover from most situations. Activities include Aged Care Services, Social Policy and Programs, Community Centres, Safe City, Security and City Rangers.

A thriving cultural and creative life
We are proud of the city and are all able to participate in, contribute to and benefit from the city's cultural life. Activities include Culture and Creativity programs, Cultural Venues and History and Curatorial

A transformed and innovative economy
The city maintains its position locally, nationally, and internationally as a destination for business, investment, and talent. Innovation is central to the economy and transformation has occurred across all industries. Wealth and benefits are shared equitably. Activities include Strategy and Urban Analytics, Major Events, Night Time Economy and Business and Tourism Engagement.

Housing for all
This is a city where everyone has a home. Social, affordable, and supported housing is available for those who need it. High-quality housing is available for everyone. Activities include Homelessness services and Housing Policy and Advocacy.

B2 Sources of income

B2-1 Rates and annual charges

$ '000	*2026*	*2025*
Ordinary rates		
Residential	**105,129**	99,503
Business	**267,530**	255,249
Less: pensioner rebates (mandatory)	**(458)**	(445)
Less: pensioner rebates (Council policy)	**(2,458)**	(2,286)
Rates levied to ratepayers	**369,743**	352,021
Pensioner rate subsidies received	**250**	240
Total ordinary rates	**369,993**	352,261
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)		
Domestic waste management services	**70,948**	67,942
Stormwater management services	**2,131**	2,124
Less: pensioner rebates (mandatory)	**(268)**	(257)
Less: pensioner rebates (Council policy)	**(1,356)**	(1,254)
Annual charges levied	**71,455**	68,555
Pensioner annual charges subsidies received:		
– Domestic waste management	**146**	139
Total annual charges	**71,601**	68,694
Total rates and annual charges	**441,594**	420,955

Council has used 2022 year valuations provided by the NSW Valuer General in calculating its rates.

Material accounting policy information

Rates and annual charges are recognised as revenue when the Council obtains control over the assets comprising these receipts which is the beginning of the rating period to which they relate.

Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are in substance a rates payment.

B2-2 User charges and fees

$ '000	2026	2025
User charges and fees		
Planning and building regulation	**18,973**	19,789
Private works – section 67	**5,733**	8,423
Health inspections	**2,039**	1,849
Child care	**1,388**	1,310
Advertising space income	**21,083**	20,564
Parking meter income	**47,856**	44,083
Parking station income	**11,205**	10,946
Recreation facilities hire	**27,365**	24,314
Venue hire	**8,332**	7,986
Workzone and filming fees	**12,941**	15,102
Other	**8,446**	7,980
Total user charges and fees	**165,361**	162,346
Timing of revenue recognition for user charges and fees		
User charges and fees recognised over time	**57,231**	54,531
User charges and fees recognised at a point in time	**108,130**	107,815
Total user charges and fees	**165,361**	162,346

Material accounting policy information

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods/services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

B2-3 Other revenue

$ '000	2026	2025
Ex gratia rates	**786**	748
Fines	**39,575**	42,013
Sponsorship and donations	**78**	158
Other	**9,453**	7,184
Total other revenue	**49,892**	50,103
Timing of revenue recognition for other revenue		
Other revenue recognised over time	**–**	–
Other revenue recognised at a point in time	**49,892**	50,103
Total other revenue	**49,892**	50,103

Accounting policy

Where the revenue is earned for the provision of specified goods/services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

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B2-3 Other revenue (continued)

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

B2-4 Grants and contributions

$ '000	***Operating 2026***	*Operating 2025*	***Capital 2026***	*Capital 2025*
General purpose grants and non-developer contributions (untied)				
Financial Assistance Grant				
Related to current year	**4,139**	1,183	**–**	–
Prepayment received in advance for subsequent year [1]	**6,768**	3,981	**–**	–
Amount recognised as income during current year	**10,907**	5,164	**–**	–
Special purpose grants and non-developer contributions (tied)				
Cash contributions				
Child care	**3,124**	3,079	**–**	–
Community and recreation	**2,120**	2,434	**396**	423
Environmental programs	**64**	10	**513**	105
External contributions to capital projects	**–**	–	**18,614**	6,347
Library	**726**	709	**–**	–
Other contributions	**3,253**	3,293	**–**	–
Transport (other roads and bridges funding)	**881**	963	**8,219**	18,581
Total special purpose grants and non-developer contributions – cash	**10,168**	10,488	**27,742**	25,456
Non-cash contributions				
Land dedications	**–**	–	**13,913**	6,077
Total other contributions – non-cash	**–**	–	**13,913**	6,077
Total special purpose grants and non-developer contributions (tied)	**10,168**	10,488	**41,655**	31,533
Total grants and non-developer contributions	**21,075**	15,652	**41,655**	31,533
Comprising:				
– Commonwealth funding	**13,708**	7,956	**2,126**	2,597
– State funding	**4,333**	4,631	**7,002**	16,512
– Other funding	**3,034**	3,065	**32,527**	12,424
	21,075	15,652	**41,655**	31,533

(1) The 2026 – 2027 Financial Assistance Grant from Commonwealth Government was received by NSW Council in June 2026 and hence is reported as 2025 – 2026 income although it relates to 2026 – 2027 financial year.

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B2-4 Grants and contributions (continued)

Developer contributions

$ '000	Operating 2026	Operating 2025	Capital 2026	Capital 2025
Developer contributions: (s7.4 & s7.11 - EP&A Act, s61 of the City of Sydney Act):				
Cash contributions				
S 7.4 – contributions using planning agreements	**–**	–	**2,501**	1,291
S 7.11 – contributions towards amenities/services	**–**	–	**14,265**	8,074
S 7.12 – fixed development consent levies	**–**	–	**49,755**	37,678
S 61 – fixed development consent levies	**–**	–	**11,756**	2,492
Total developer contributions – cash	**–**	–	**78,277**	49,535
Non-cash contributions				
S 7.4 – contributions using planning agreements	**–**	–	**4,765**	7,817
S 7.11 – contributions towards amenities/services	**–**	–	**3,327**	22,446
Total developer contributions non-cash	**–**	–	**8,092**	30,263
Total contributions	**–**	–	**86,369**	79,798
Total grants and contributions	**21,075**	15,652	**128,024**	111,331
Timing of revenue recognition				
Grants and contributions recognised over time [2]	**2,206**	2,482	**27,742**	25,456
Grants and contributions recognised at a point in time	**18,869**	13,170	**100,282**	85,875
Total grants and contributions	**21,075**	15,652	**128,024**	111,331

(2) The FY2025 comparative has been reclassified to reflect $6.347m of external contributions to capital projects, previously recognised at a point in time, now recognised over time as the related works were delivered. This had no impact on total grants and contributions or the net result.

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

$ '000	Operating 2026	Operating 2025	Capital 2026	Capital 2025
Grants				
Unspent funds at 1 July	**110**	1,171	**2,259**	86
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	**100**	–	**–**	–
Add: Funds received and not recognised as revenue in the current year	**287**	107	**1,167**	2,208
Less: Funds received in prior year but revenue recognised and funds spent in current year	**(108)**	(804)	**(396)**	(35)
Less: Funds received in prior year but not spent and returned in current year	**–**	(364)	**–**	–

continued on next page ...

B2-4 Grants and contributions (continued)

$ '000	Operating 2026	Operating 2025	Capital 2026	Capital 2025
Unspent grants at 30 June	**389**	110	**3,030**	2,259
Contributions [2]				
Unspent cash contributions and future works receivable at 1 July	**–**	–	**90,320**	75,056
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	**–**	–	**12,011**	32,082
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	**–**	–	**(6,282)**	(16,818)
Unspent contributions at 30 June	**–**	–	**96,049**	90,320

(2) Council recognises revenue in respect of works in kind contributions where the agreed value of the works is secured via lodgement of a bank guarantee and/or cash security deposit. The delivery of these future works can extend over multiple accounting periods. Upon completion and acceptance of works by Council, the outstanding contribution debtor is cleared, and assets recognised as Infrastructure, Property Plant and Equipment. Works not secured via guarantee or deposit are recognised as revenue upon transfer to Council.

Material accounting policy information

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an enforceable agreement containing sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include provision of public events, planting of trees and delivery of training courses for members of the public. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act), and section 61 of the *City of Sydney Act 1988*.

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council. For Voluntary Planning Agreements (VPAs),

continued on next page ...

B2-4 Grants and contributions (continued)

where Council receives an unconditional bank guarantee in respect of a developer's contribution obligation, the amount is recognised as income and a receivable.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

$ '000	*2026*	*2025*
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	**884**	790
– Cash and investments	**32,241**	38,886
Total interest and investment income	**33,125**	39,676

B2-6 Other income

$ '000	Notes	*2026*	*2025*
Fair value increment on investment properties			
Fair value increment on investment properties		**12,230**	26,418
Total fair value increment on investment properties	C1-9	**12,230**	26,418
Rental income			
Investment properties			
Lease income - investment properties		**19,661**	21,164
Total investment properties lease income		**19,661**	21,164
Other commercial property income			
Lease income from Council properties not classified as Investment Property under AASB 140		**45,319**	43,648
Lease income relating to variable lease payments not dependent on an index or a rate		**18,491**	18,455
Total other lease income		**63,810**	62,103
Total rental income	C2-2	**83,471**	83,267
Total other income		**95,701**	109,685

B3 Costs of providing services

B3-1 Employee benefits and on-costs

$ '000	*2026*	*2025*
Salaries and wages	**257,238**	243,882
Travel expenses	**192**	160
Employee leave entitlements (ELE)	**29,571**	29,821
Superannuation – defined contribution plans	**28,547**	24,924
Superannuation – defined benefit plans	**1,394**	2,693
Workers' compensation insurance	**8,128**	10,134
Fringe benefit tax (FBT)	**486**	507
Training costs (other than salaries and wages)	**1,664**	1,750
Other	**1,720**	1,614
Total employee costs	**328,940**	315,485
Less: capitalised costs	**(9,891)**	(8,862)
Total employee costs expensed	**319,049**	306,623

Material accounting policy information

Superannuation plans

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

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

B3-2 Materials and services

$ '000	Notes	*2026*	*2025*
Advertising		**454**	765
Asset maintenance and minor purchases		**10,281**	10,022
Audit Fees	F2-1	**321**	312
Bank charges		**2,242**	2,062
Books and periodicals		**104**	117
Consultancies		**2,731**	2,727
Contractor costs:			
– Building and facilities management		**64,436**	65,740
– City infrastructure management		**12,876**	12,551
– Parks management		**27,339**	25,920
– Project costs and minor contracts		**40,129**	36,721
– Waste disposal, recycling and graffiti removal		**45,053**	41,606
Election expenses		**–**	1,783
Computing costs		**17,197**	16,087
Councillor and Mayoral fees and associated expenses	F1-2	**923**	882
Event and project costs		**15,845**	17,534
Insurance		**6,063**	7,159
Land tax and water rates		**2,348**	2,635
Parking enforcement – payment to NSW government		**1,995**	3,117
Property related expenditure - other		**5,130**	4,617
Postage and couriers		**1,629**	1,732

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B3-2 Materials and services (continued)

$ '000	*2026*	*2025*
Printing and stationery	**986**	1,256
Public domain enhancement contributions	**2,641**	1,717
Raw materials and consumables	**5,050**	5,576
Research and development	**269**	318
Security	**3,577**	3,459
Storage	**897**	892
Street lighting	**3,110**	3,488
Telephone and communications	**2,851**	2,746
Utilities	**6,868**	6,224
Legal expenses:		
– Legal expenses: planning and development	**577**	651
– Legal expenses: other	**1,797**	1,450
Lease expenses:		
– Expenses from short-term leases	**–**	216
– Expenses from leases of low value assets	**77**	86
– Variable lease expense relating to usage	**702**	669
Other materials and services	**4,156**	4,098
Total materials and services	**290,654**	286,935
Less: capitalised costs	**(248)**	(762)
Total materials and services	**290,406**	286,173

B3-3 Borrowing costs

(i) Interest bearing liability costs		
Interest expense relating to leases	**218**	211
Total borrowing costs expensed	**218**	211

B3-4 Depreciation, amortisation and impairment of non-financial assets

$ '000	Notes	*2026*	*2025*
Infrastructure, Property, Plant and Equipment (IPPE)	C1-8		
Plant and equipment		**11,692**	9,065
Office equipment		**3,684**	3,408
Furniture and fittings		**1,108**	2,008
Infrastructure:			
– Buildings – non-specialised		**30,491**	39,380
– Buildings – specialised		**1,121**	910
– Roads		**28,154**	27,112
– Stormwater drainage		**8,000**	7,771
– Open space/recreational assets		**27,973**	27,116
– Poles and lighting		**7,187**	3,838
Other assets:			
– Library books		**684**	685
– Public art / open museum		**849**	893
Right of use assets	C2-1	**431**	367
Intangible assets – software (amortisation)	C1-10	**7,992**	7,661
Total depreciation, amortisation and impairment of non-financial assets		**129,366**	130,214

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B3-4 Depreciation, amortisation and impairment of non-financial assets (continued)

Material accounting policy information

Depreciation and amortisation
Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

Impairment of non-financial assets
Specialised assets held at fair value which are not primarily held for cash-generating purposes are not subject to impairment testing. These assets are reassessed annually to confirm their value is not materially different from fair value, and any impairment is captured through that process.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if there are indicators of impairment.

All other non-financial assets are tested for impairment if events suggest their carrying amount might not be recoverable. If the carrying amount is higher than the recoverable amount, an impairment loss is recognised. The recoverable amount is the greater of fair value (less selling costs) and value in use.

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

$ '000	Notes	*2026*	*2025*
Impairment of receivables			
Rental and sundry debtors		**4,754**	374
Total impairment of receivables	C1-4	**4,754**	374
Other			
Contributions/levies to other levels of government		**20,058**	19,700
Donations, contributions and assistance to other organisations (Section 356)		**27,553**	26,423
Total other		**47,611**	46,123
Total other expenses		**52,365**	46,497

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

$ '000	Notes	*2026*	*2025*
Gain (or loss) on disposal of property (excl. investment property)	C1-8		
Proceeds from disposal – property		**–**	1,900
Less: carrying amount of property assets sold/written off		**(13)**	(2,228)
Gain (or loss) on disposal		**(13)**	(328)
Gain (or loss) on disposal of plant and equipment	C1-8		
Proceeds from disposal – plant and equipment		**957**	1,523
Less: carrying amount of plant and equipment assets sold/written off		**(2,338)**	(479)
Gain (or loss) on disposal		**(1,381)**	1,044
Gain (or loss) on disposal of infrastructure	C1-8		
Proceeds from disposal – infrastructure		**–**	–
Less: carrying amount of infrastructure assets sold/written off		**(4,732)**	(1,681)
Gain (or loss) on disposal		**(4,732)**	(1,681)
Gain (or loss) on disposal of investment property	C1-9		
Proceeds from disposal – investment property		**–**	2,897
Less: carrying amount of investment property sold/written off		**–**	(8,500)
Gain (or loss) on disposal		**–**	(5,603)
Gain (or loss) on disposal of investments	C1-2		
Proceeds from disposal/redemptions/maturities – investments		**36,800**	19,500
Less: carrying amount of investments sold/redeemed/matured		**(36,800)**	(19,500)
Gain (or loss) on disposal		**–**	–
Gain (or loss) on disposal of term deposits	C1-2		
Proceeds from disposal/redemptions/maturities – term deposits		**489,000**	510,000
Less: carrying amount of term deposits sold/redeemed/matured		**(489,000)**	(510,000)
Gain (or loss) on disposal		**–**	–
Gain (or loss) on disposal of non-current assets classified as 'held for sale'	C1-7		
Proceeds from disposal – non-current assets 'held for sale'		**8,080**	300
Less: carrying amount of 'held for sale' assets sold/written off		**(8,080)**	(300)
Gain (or loss) on disposal		**–**	–
Net gain (or loss) from disposal of assets		**(6,126)**	(6,568)

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 23 June 2025 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

$ '000	*2026 Budget*	*2026 Actual*	*2026 -------- Variance --------*		
Revenues					
Other revenues	**45,265**	**49,892**	**4,627**	**10%**	**F**
The favourable variance arose from income recognised through contractual claims related to a deferred payment fee. This fee was contractually agreed as compensation for the delayed settlement of the Fig and Wattle property divestment.					
Operating grants and contributions	**18,166**	**21,075**	**2,909**	**16%**	**F**
The favourable variance relates to Financial Assistance Grants. The budget was prepared on the assumption that the full annual grant would be received, consistent with prior years. However, 130% of funds were received. 50% relating to FY2026 and 80% relating to FY2027.					
Capital grants and contributions	**97,410**	**128,024**	**30,614**	**31%**	**F**
Capital contributions were favourable to budget across all Development Contributions Plans, reflecting the inherent difficulty of forecasting the timing of contribution receipts. This was partly offset by an unfavourable variance relating to the Local Pedestrian, Cycling and Traffic Calming improvement works grant, for which no grant income was recognised in FY2026 because the revised completion date for the works falls in FY2027. Under the funding agreement, the grant can only be claimed once all requirements have been met.					
Expenses					
Materials and services	**248,888**	**290,406**	**(41,518)**	**(17)%**	**U**
The unfavourable variance in Materials and Services primarily reflects presentation differences between the adopted budget and actual results. The adopted budget included waste collection expenses within Other Expenses. Following adoption, $19 million of waste collection costs was reclassified to Materials and Services, separate from the section 88 waste levy paid to the NSW Government. The variance also includes higher-than-budgeted project costs associated with the City's significant capital works programme. These costs related mainly to preliminary options reviews and asset demolitions. As they did not contribute to the enduring benefit of the relevant assets, they were recognised as operating expenses rather than capitalised. In addition, the adopted budget presented aquatics facility management fees on a net basis, whereas the financial statements recognise the related income and expenditure separately on a gross basis. This increased the actual expenditure reported for facility management fees in this category.					
Other expenses	**70,533**	**52,365**	**18,168**	**26%**	**F**
The adopted budget included waste collection expenses within the Other Expenses category. Following adoption, the waste collection component was separated from the section 88 waste levy paid to the NSW Government, resulting in the reclassification of $19m in collection costs to Materials and Contracts-Contributions/Levies to Other Levels of Government.					

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B5-1 Material budget variations (continued)

$ '000	2026 Budget	2026 Actual	2026 -------- Variance --------		
Statement of cash flows					
Cash flows from operating activities	**231,077**	**159,561**	**(71,516)**	**(31)%**	**U**
The variance primarily reflects the distribution of $76.2 million in Affordable Housing contributions to Community Housing Providers during the first quarter of FY2026. These funds were received from developers in the final months of FY2025 under the City of Sydney Affordable Housing Contributions Program and held as externally restricted cash pending distribution. The impact was partly offset by higher-than-budgeted interest income due to stronger than anticipated interest rates.					
Cash flows from investing activities	**(228,799)**	**(157,093)**	**71,706**	**(31)%**	**F**
The favourable variance reflects lower capital works and property acquisition expenditure, including a planned $50 million commercial property acquisition now expected to settle in FY2027. Capital project underspends driven by delivery timing factors, such as weather and approval delays, will be carried forward to future years. In addtion, the delayed settlement of a budgeted asset held for sale also contributed to lower than budgeted term-deposit investment activity.					

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

$ '000	2026	2025
Cash assets		
Cash on hand and at bank	**60,474**	43,485
Cash equivalent assets		
– Deposits at call	**895**	15,745
Total cash and cash equivalents	**61,369**	59,230
Reconciliation of cash and cash equivalents		
Total cash and cash equivalents per Statement of Financial Position	**61,369**	59,230
Balance as per the Statement of Cash Flows	**61,369**	59,230

C1-2 Financial investments

$ '000	2026 Current	2026 Non-current	2025 Current	2025 Non-current
Debt securities at amortised cost				
Long term deposits	**415,000**	**25,000**	484,000	45,000
Floating-rate notes (FRNs) (with maturities > 3 months)	**50,900**	**112,550**	36,800	139,950
Total investments	**465,900**	**137,550**	520,800	184,950
Total cash assets, cash equivalents and investments	**527,269**	**137,550**	580,030	184,950

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C1-2 Financial investments (continued)

Material accounting policy information

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument. On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets
All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification
On initial recognition, Council classifies its financial assets as measured at:
- amortised cost

Financial assets are not reclassified subsequent to their initial recognition. Council has assessed the objective of its investment business model as holding financial assets in order to collect contractual cash flows, with those cash flows on contractual dates comprising solely payments of principal and/or interest. Accordingly, all investments for the reporting periods shown were held at amortised cost.

Amortised cost
Assets measured at amortised cost are financial assets where:
- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise trade and other receivables, floating rate note investments, term deposits and cash and cash equivalents in the Statement of Financial Position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

C1-3 Restricted and allocated cash, cash equivalents and investments

$ '000	*2026*	*2025*
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	**664,819**	764,980
Cash, cash equivalents and investments not subject to external restrictions	**576,292**	612,450
Less: Externally restricted cash, cash equivalents and investments	**(88,527)**	(152,530)
External restrictions		
External restrictions – included in liabilities		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended grants – general fund	**3,419**	2,469
External restrictions – included in liabilities	**3,419**	2,469

External restrictions – other
External restrictions included in cash, cash equivalents and investments above comprise:

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C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

$ '000	*2026*	*2025*
Developer contributions – general [1]	**42,529**	108,797
Domestic waste management	**42,579**	41,264
External restrictions – other	**85,108**	150,061
Total external restrictions	**88,527**	152,530

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

(1) Developer contributions include Section 7.13 affordable housing contributions, which are recognised as payables until remitted to community housing providers and have been classified as externally restricted funds (see Note G5-1).

$ '000	*2026*	*2025*

(b) Internal allocations

Cash, cash equivalents and investments not subject to external restrictions	**576,292**	612,450
Less: Internally allocated cash, cash equivalents and investments	**(271,453)**	(315,397)
Unrestricted and unallocated cash, cash equivalents and investments	**304,839**	297,053

Internal allocations

At 30 June, Council has internally allocated funds to the following:

Supported accommodation, affordable and diverse housing fund	**15,888**	18,958
Employees leave entitlement	**8,192**	7,809
Green infrastructure	**2,040**	3,660
Green Square reserve	**134,992**	162,908
Heritage conservation fund	**50,104**	68,714
Performance cash bonds and retentions	**31,011**	25,701
Public liability insurance	**1,026**	1,047
Workers compensation	**28,200**	26,600
Total internal allocations	**271,453**	315,397

Internal allocations of cash, cash equivalents and investments are those assets allocated to specific purposes by a resolution of the elected Council.

Policy on external restrictions and internal allocations of cash, cash equivalents and investments

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

Developer Contributions - 100% of cash developer contributions levied under Section 7.11, Section 7.12, Section 61, and Section 7.4 (including contributions received through the Bonus Floor Space Scheme, Voluntary Planning Agreements, and the Developer Rights Scheme for Green Square Town Centre) not yet expended in accordance with the applicable deed or contributions plan.

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

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

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

Stormwater Management - Funds received through the stormwater levy are set aside for various structural and non-structural programs used to reduce urban stormwater pollution. Unspent funds are held as restricted assets.

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C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

Supported Accommodation, Affordable and Diverse Housing - Income receipts dedicated by Council for the purposes of contributing towards the delivery of supported accommodation, affordable and/or diverse housing are set aside for future projects and initiatives as endorsed by Council.

Commercial Properties - Funds that are surplus to requirements, set aside to reinvest and continue the revenue stream from and maintain diversification of Council's large commercial and investment property portfolio.

Community Facilities - Cash set aside for the future acquisition or development of property to improve community spaces or replacement facilities that meet community needs at that time.

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

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

Green Square - Monies set aside in anticipation of Green Square infrastructure not funded by developer contributions or grant funding.

Heritage Conservation Fund - Cash received through Alternative Heritage Floor Space Allocation Scheme, yet to be expended on heritage related projects in accordance with the council-adopted policy.

Operational Facilities - Cash set aside for the future acquisition or development of properties to supplement or replace buildings within the current building assets portfolio that provide infrastructure for the operation of Council's services.

Performance Bond Deposits - All security deposits are held as restricted funds.

Public Liability Insurance - Cash has been allocated for 100% of the provision.

Public Roads - In accordance with Section 43 (4) of the Roads Act (NSW) 1993, proceeds from the sale of (former) public road are set aside for the acquisition of land for public roads, and/or carrying out works on public roads.

Renewable Energy - Monies set aside to develop renewable energy for the organisation that can be derived from wind, solar or geo-thermal sources.

Workers Compensation Insurance - In accordance with actuarial advice, Council restricts funds for 100% of the provision, as advised by an external consulting actuary (in order to meet the requirements of the State Insurance Regulatory Authority, SIRA).

C1-4 Receivables

$ '000	*2026 Current*	*2026 Non-current*	*2025 Current*	*2025 Non-current*
Rates and annual charges	**9,246**	**–**	8,950	–
Interest and extra charges relating to rates	**686**	**–**	570	–
User charges and fees	**12,807**	**–**	6,942	–
Accrued interest on investments	**7,452**	**–**	10,558	–
Net GST receivable	**3,771**	**–**	3,899	–
Rental debtors	**6,205**	**46**	15,001	63
Outstanding works in kind contributions [1]	**11,390**	**50,085**	3,616	54,064
Total	**51,557**	**50,131**	49,536	54,127
Less: provision for impairment				
Rental debtors and User charges & fees	**(7,209)**	**–**	(7,001)	–
Total provision for impairment – receivables	**(7,209)**	**–**	(7,001)	–

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C1-4 Receivables (continued)

$ '000	2026 Current	2026 Non-current	2025 Current	2025 Non-current
Total net receivables	**44,348**	**50,131**	42,535	54,127

(1) Contribution receivables include outstanding works-in-kind contributions under the relevant contribution plans. Refer to footnote (2) in Note B2-4 and Note G5-1.

Material accounting policy information

Recognition and measurement
Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information. Additional disclosure related to Council's ECL model is provided at Note E1-1.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:
- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day one.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

A debt write-off is only considered after all attempts and appropriate measures of collecting the debt have failed, and where at least one of the following conditions is satisfied: the debt cannot be proven; the debt is of a size that makes the use of external debt collection agency economically unviable; the debtor and/or their assets cannot be located; the debt is statute barred (the age of the claim is beyond legislatively stated time constraints); the debtor has been declared bankrupt (personal) or in liquidation (corporate) or the company is deregistered; or the debtor is deceased.

The write off of a debt does not preclude any action being taken in the future to collect the outstanding amount, should the prevailing circumstances change. None of the receivables that have been written off are subject to further enforcement activity.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

C1-5 Inventories

$ '000	2026 Current	2026 Non-current	2025 Current	2025 Non-current
Inventories at cost				
Stores and materials	**472**	**–**	417	–
Total inventories at cost	**472**	**–**	417	–
Total inventories	**472**	**–**	417	–

Material accounting policy information

Costs are assigned to individual items of inventory on the basis of weighted average costs.

C1-6 Contract assets

$ '000	2026 Current	2026 Non-current	2025 Current	2025 Non-current
Accrued revenue	**20,286**	**–**	17,560	–
Total contract assets	**20,286**	**–**	17,560	–

C1-7 Non-current assets classified as held for sale

$ '000	Notes	2026 Current	2026 Non-current	2025 Current	2025 Non-current
Details of non-current assets held for sale					
Land	C1-8	**192,517**	**–**	200,597	–
Total non-current assets classified as held for sale		**192,517**	**–**	200,597	–

Details of assets

At 30 June 2026, Council continued to hold a surplus land parcel previously designated as ‘Land - Operational’ as held for sale. The disposal has been endorsed by Council and a contract is in place. Settlement, which had been anticipated during 2025/26, was delayed and is now expected to occur during 2026/27.

C1-8 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2025			Asset movements during the reporting period								At 30 June 2026		
$ '000	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals [1]	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers [2]	Adjustments and transfers	Transfers from/(to) investment properties	Revaluation increments/(decrements)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Capital work in progress (WIP) [3]	295,636	–	295,636	133,016	105,807	–	–	(197,679)	–	(2,734)	–	334,046	–	334,046
Plant and equipment	131,326	(83,726)	47,600	11,954	1,508	(662)	(11,692)	922	6,303	–	–	146,337	(90,404)	55,933
Office equipment	23,034	(13,855)	9,179	1,944	44	–	(3,684)	683	–	–	–	25,705	(17,538)	8,167
Furniture and fittings	38,262	(33,826)	4,436	112	26	–	(1,108)	278	–	–	–	38,677	(34,934)	3,743
Land:														
– Operational land	2,518,063	–	2,518,063	–	8,374	–	–	–	23,891	–	42,319	2,592,646	–	2,592,646
– Community land	3,553,019	–	3,553,019	–	871	–	–	–	(219)	–	65,827	3,619,499	–	3,619,499
– Crown land	3,852,695	–	3,852,695	–	–	–	–	–	(24,415)	–	56,911	3,885,191	–	3,885,191
– Land under roads (post 30/6/08)	180,657	–	180,657	–	4,668	–	–	–	743	–	3,199	189,267	–	189,267
Infrastructure:														
– Buildings – non-specialised	2,445,319	(592,519)	1,852,800	454	–	(12)	(30,491)	34,647	–	–	70,351	2,560,324	(632,578)	1,927,746
– Buildings – specialised	74,268	(32,270)	41,998	25	–	–	(1,121)	20,663	–	–	2,316	98,477	(34,596)	63,881
– Roads, Bridges, Footways, Kerbs	2,540,942	(913,358)	1,627,584	–	2,234	(4,200)	(28,154)	78,798	17,685	–	68,172	2,757,332	(995,212)	1,762,120
– Stormwater drainage	566,856	(177,365)	389,491	–	140	–	(8,000)	17,648	608	–	11,835	602,712	(190,991)	411,721
– Open space/recreational assets	916,171	(554,061)	362,110	–	15	(532)	(27,973)	18,319	(50,160)	–	122,663	1,042,943	(618,498)	424,445
– Other structures – poles, lights, signs	312,342	(83,398)	228,944	–	98	–	(7,186)	20,121	31,909	–	–	416,378	(142,495)	273,883
– Other structures – trees	182,559	–	182,559	–	32	–	–	2,102	–	–	4,747	189,440	–	189,440
Other assets:														
– Heritage collections	9,934	–	9,934	–	96	–	–	–	–	–	852	10,882	–	10,882
– Library books	5,395	(3,698)	1,697	803	–	–	(684)	–	–	–	–	6,199	(4,382)	1,817
– City art	73,302	(12,492)	60,810	–	–	(1,677)	(850)	3,498	(98)	–	22,451	116,236	(32,100)	84,136
Total infrastructure, property, plant and equipment	17,719,780	(2,500,568)	15,219,212	148,308	123,913	(7,083)	(120,943)	–	6,247	(2,734)	471,643	18,632,291	(2,793,728)	15,838,563

(1) Renewals are defined as the replacement or reinstatement of existing assets (significant upgrades and acquisition of additional assets are shown under Additions new assets).

(2) WIP Transfers consists of completed capital construction projects transferred from Work in Progress into the fixed asset register. Completed projects transferred include: $105.8M in capital renewal, $65.1M in capital upgrade and $29.6M in new infrastructure and facilities.

(3) Capital Work in Progress includes $332.7M for capital construction projects, $1.1M for Plant & Asset purchases, and $0.3M for Property acquisition projects.

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C1-8 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2024			Asset movements during the reporting period									At 30 June 2025		
$ '000	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals [1]	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers [2]	Adjustments and transfers	Tfrs from/(to) 'held for sale' category [3]	Tfrs from/(to) investment properties	Revaluation increments/(decrements)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Capital work in progress [4]	215,768	–	215,768	104,495	102,939	–	–	(124,569)	–	–	(2,997)	–	295,636	–	295,636
Plant and equipment	120,074	(80,731)	39,343	15,126	708	(479)	(9,065)	1,967	–	–	–	–	131,326	(83,726)	47,600
Office equipment	22,503	(13,817)	8,686	3,169	162	–	(3,408)	–	569	–	–	–	23,034	(13,855)	9,179
Furniture and fittings	37,734	(31,819)	5,915	297	–	–	(2,008)	231	–	–	–	–	38,262	(33,826)	4,436
Land:															
– Operational land	2,118,058	–	2,118,058	–	70,080	(2,066)	–	–	(52,413)	(8,080)	–	392,484	2,518,063	–	2,518,063
– Community land	2,912,723	–	2,912,723	–	5,518	–	–	–	50,754	–	–	584,024	3,553,019	–	3,553,019
– Crown land	3,649,586	–	3,649,586	–	–	–	–	1,243	–	–	–	201,866	3,852,695	–	3,852,695
– Land under roads (post 30/6/08)	178,440	–	178,440	–	559	–	–	–	1,659	–	–	–	180,657	–	180,657
Infrastructure:															
– Buildings – non-specialised	2,461,062	(608,774)	1,852,288	586	3,092	(163)	(39,380)	59,266	–	–	–	(22,890)	2,445,319	(592,519)	1,852,800
– Buildings – specialised	73,720	(30,327)	43,393	–	–	–	(910)	2,502	–	–	–	(2,986)	74,268	(32,270)	41,998
– Roads	2,462,704	(868,193)	1,594,511	–	474	(1,681)	(27,112)	19,765	(30)	–	–	41,657	2,540,942	(913,358)	1,627,584
– Stormwater drainage	549,168	(166,785)	382,383	–	93	–	(7,771)	8,374	–	–	–	6,412	566,856	(177,365)	389,491
– Other open space/recreational assets	871,271	(511,639)	359,632	–	17	–	(27,116)	20,204	–	–	–	9,374	916,171	(554,061)	362,110
– Other structures – poles, lights, signs	195,204	(75,310)	119,894	–	108	–	(3,838)	10,248	–	–	–	102,532	312,342	(83,398)	228,944
– Other structures – trees	176,397	–	176,397	–	10	–	–	507	–	–	–	5,645	182,559	–	182,559
Other assets:															
– Heritage collections	9,816	–	9,816	–	119	–	–	–	–	–	–	–	9,934	–	9,934
– Library books	5,874	(4,273)	1,601	–	781	–	(685)	262	–	–	–	–	5,395	(3,698)	1,697
– City art	73,041	(11,599)	61,442	–	–	–	(893)	–	–	–	–	–	73,302	(12,492)	60,810
Total Infrastructure, property, plant and equipment - Prior year	16,133,143	(2,403,267)	13,729,876	123,673	184,660	(4,389)	(122,186)	–	539	(8,080)	(2,997)	1,318,118	17,719,780	(2,500,568)	15,219,212

(1) Renewals are defined as the replacement or reinstatement of existing assets (significant upgrades and acquisition of additional assets are shown under Additions new assets).

(2) WIP Transfers consists of completed capital construction projects transferred from Work in Progress into the fixed asset register. Completed projects transferred include: $85.5M in capital renewal, $25.7M in capital upgrade and $16.3M in new infrastructure and facilities.

(3) See note C1-7

(4) Capital Work in Progress includes $295M for capital construction projects, $0.6M for Plant & Asset purchases.

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C1-8 Infrastructure, property, plant and equipment (continued)

Material accounting policy information

Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes). When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

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

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their carrying amount, net of their residual values, over their estimated useful lives as follows:

	Useful lives
Plant, equipment, furniture and fittings	3 to 50
Land	Infinite
Infrastructure:	
– Buildings and other structures	10 - 400
– Roads, bridges and footpaths	20 - 300
– Drainage infrastructure	10 - 200
– Council Signage	Infinite
– Poles and lighting	15 - 50
– Open space / recreational assets	20 - 100
– Trees - street, park and properties trees	Infinite
Other assets	3-100

Assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

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

Land under roads

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

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads. Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 Property, Plant and Equipment.

Crown reserves and third party owned land

The Crown Land class includes assets that are owned by government and/or 3rd party entities, however Council retains both operational control of the assets and responsibility for the maintenance of improvements thereon. Council includes these land assets in the Statement of Financial Position, as well as the cost of any Council funded related improvements, on

continued on next page ...

C1-8 Infrastructure, property, plant and equipment (continued)

the basis of its financial rights and responsibilities in controlling and maintaining the assets. Maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Revocation of such control by the State Government is regarded as extremely unlikely given the history of Crown Reserves, and Council's history of operational care and control over the assets.

In the case of Crown Reserve lands, Reserve Trusts were created for administrative purposes under section 92 of the Crown Lands Act 1989 ("the Act") for a large proportion of these Crown Reserves. Prior to the enactment of the Act, Council was Reserve Trustee of these assets and upon enactment, section 5A of the Schedule 8 (Savings, transitional and other provisions) of the Act has appointed Council Reserve Trust Manager of the related Reserve Trusts created under section 92.

C1-9 Investment properties

Owned investment properties

$ '000	Notes	*2026*	*2025*
At fair value			
Opening balance at 1 July		**551,793**	530,878
Capitalised subsequent expenditure	C1-8	**2,734**	2,997
Disposals during year	B4-1	**–**	(8,500)
Net gain/(loss) from fair value adjustments	B2-6	**12,230**	26,418
Closing balance at 30 June		**566,757**	551,793

Material accounting policy information
Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council. Changes in fair values are recorded in the Income Statement as part of other income.

C1-10 Intangible assets

Intangible assets are as follows:

$ '000	*2026*	*2025*
Software		
Opening values at 1 July		
Gross carrying amount	**71,094**	61,948
Accumulated amortisation	**(53,709)**	(46,048)
Software work in progress (WIP) balance	**14,788**	22,989
Net carrying amount – opening balance	**32,173**	38,889
Movements for the year		
– Development costs capitalised	**4,044**	9,715
– Transfer (to)/from IPP&E	**(6,303)**	(569)
– Amortisation charges	**(7,992)**	(7,661)
– Accumulated amortisation charges written off	**11,719**	–
– Work In Progress movement - net	**13,475**	(8,202)
Closing values at 30 June		
Gross carrying amount	**63,420**	71,094

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C1-10 Intangible assets (continued)

$ '000	*2026*	*2025*
Accumulated amortisation	**(49,982)**	(53,709)
Software work in progress (WIP) balance	**28,263**	14,788
Total software – net carrying amount	**41,701**	32,173

Transferable rights - heritage floor space

Total Transferable Rights - Heritage Floor Space – net carrying amount	**2,542**	2,542
Total intangible assets – net carrying amount	**44,243**	34,715

Material accounting policy information

IT development and software
Amortisation is calculated on a straight line basis over periods generally ranging from three to five years.

Transferable rights - heritage floor space

The heritage floor space scheme provides an incentive for the conservation and ongoing maintenance of heritage items in central Sydney. The scheme provides for owners of eligible heritage listed buildings to be awarded heritage floor space after preparing a conservation management plan and completing agreed conservation works to their building. The awarded heritage floor space can then be sold to a site that requires it as part of an approved development application.

Within central Sydney, it is often a requirement of large scale developments to acquire heritage floor space in order to maximise development capacity on a site.

Following an award of heritage floor space on a Council-owned property, an asset will be recognised at the point the award is registered on Council's heritage floor space register. At recognition, heritage floor space awarded to Council is valued at fair value with reference to the *Heritage Floor Space Update*, published biannually by the Council's Strategic Planning and Urban Design unit (at December and June). Heritage Floor Space rights will subsequently be carried using the Cost approach (i.e. at recognition value). As transferable rights, the assets have an infinite useful life, but may be subject to fluctuations in market value.

C2 Leasing activities

C2-1 Council as a lessee

Buildings

Council entered a lease for two floors of a larger commercial building, commencing 28 June 2019, for use as a public library. The initial lease term is 15 years, with escalation of CPI plus 0.5% annually.

Extension options

The lease contains five extension options of 15 years each, plus a further option of 9 years (i.e. total potential extensions of 84 years, following the initial 15 year term). Council has assessed the initial 15 year and the first extension option as reasonably certain, and included this option term in lease liability calculations. The further options are currently not considered to be reasonably certain, and have therefore been excluded from lease liability calculations (the present value of future lease payments at 30 June 2026, including all future extension options, is estimated at $29.3M, excluding the impact of any future CPI increases).

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C2-1 Council as a lessee (continued)

(a) Right of use assets

$ '000	*Building*	*Total*
2026		
Opening balance at 1 July	**9,652**	**9,652**
Depreciation charge	**(431)**	**(431)**
Lease liability remeasurement	**686**	**686**
Balance at 30 June	**9,907**	**9,907**
2025		
Opening balance at 1 July	10,005	10,005
Depreciation charge	(367)	(367)
Lease liability remeasurement	14	14
Balance at 30 June	9,652	9,652

Lease liabilities

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

$ '000	*< 1 year*	*1 – 5 years*	*> 5 years*	*Total*	*Total per Statement of Financial Position*
2026					
Cash flows	**571**	**2,315**	**11,006**	**13,892**	**11,124**
2025					
Cash flows	545	2,158	10,862	13,565	10,767

(b) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

$ '000	*2026*	*2025*
Interest on lease liabilities	**218**	211
Depreciation of right of use assets	**431**	367
Variable lease payments based on usage not included in the measurement of lease liabilities	**702**	669
Expenses relating to leases of low-value assets	**77**	86
Expenses relating to short-term leases	**–**	216
	1,428	1,549

(c) Statement of Cash Flows

Total cash outflow for leases	**546**	530
	546	530

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C2-1 Council as a lessee (continued)

(d) Leases at significantly below market value – concessionary / peppercorn leases

Council has a number of leases at significantly below market for land and buildings which are used for:

- Bridges - stratum
- Business innovation space
- Car park
- Child care centre
- Community room
- Creative studios
- End-of-trip (bicycle) facilities
- Jetty/pontoon facilities
- Parks, open space and community facilities

The leases are generally between 10 and 99 years for nominal rent. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases. Council does not believe that any of the leases in place are individually material from a statement of financial position or performance perspective.

Material accounting policy information

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives. The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

Exceptions to lease accounting
Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / concessionary leases
Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition. The affected leases are subject to nominal or nil rental expense, and accordingly the associated right of use assets are measured at a nominal or nil value.

C2-2 Council as a lessor

Operating leases

Council leases out a number of properties and /or plant and equipment to community groups; these leases have been classified as operating leases for financial reporting purposes and the assets are included in the Statement of Financial Position as:
– investment property – where the asset is held predominantly for rental or capital growth purposes (refer note C1-9)
– property, plant and equipment – where the rental is incidental, or the asset is held to meet Councils service delivery objective (refer note C1-8).

$ '000	***2026***	*2025*

(i) Assets held as investment property

Council classifies a number of properties as Investment Property under AASB 140, where the assets are primarily held for rental returns and/or capital appreciation over time.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

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C2-2 Council as a lessor (continued)

$ '000	2026	2025
Lease income (excluding variable lease payments not dependent on an index or rate)	**19,661**	21,164
Total income relating to operating leases for investment property assets	**19,661**	21,164
Direct operating expenses that generated rental income	**2,753**	2,351
Total expenses relating to operating leases of investment property	**2,753**	2,351
Contractual obligations for future repairs and maintenance	**2,177**	1,286
Total repairs and maintenance: investment property	**2,177**	1,286

(ii) Assets held as property, plant and equipment

Council leases a range of property assets on both commercial and (partially) subsidised terms including:

- Commercial, retail, industrial and residential property
- Footway and kiosk operator licences
- Stratum leases for airspace and tunnels in the public domain

Lease income (excluding variable lease payments not dependent on an index or rate)	**45,319**	43,648
Lease income relating to variable lease payments not dependent on an index or a rate	**18,491**	18,455
Total income relating to operating leases for Council assets	**63,810**	62,103

(iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	**52,062**	43,797
1–2 years	**35,271**	36,211
2–3 years	**24,646**	27,037
3–4 years	**21,183**	23,623
4–5 years	**13,272**	20,017
> 5 years	**111,922**	119,427
Total undiscounted lease payments to be received	**258,356**	270,112

C3 Liabilities of Council

C3-1 Payables

$ '000	2026 Current	2026 Non-current	2025 Current	2025 Non-current
Creditors – Goods and services	**18,077**	**–**	14,065	–
Goods and services – capital expenditure	**11,561**	**–**	11,826	–
Accrued employee costs	**4,582**	**–**	11,674	–
Accrued expenditure - other	**59,915**	**–**	50,267	–
Affordable Housing Program Contributions	**7,956**	**–**	76,157	–
Performance cash bonds, deposits and retentions	**31,012**	**–**	25,702	–
Prepaid rates	**3,725**	**–**	4,796	–

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C3-1 Payables (continued)

$ '000	2026 Current	2026 Non-current	2025 Current	2025 Non-current
Other	**1,149**	**–**	1,198	–
Total payables	**137,977**	**–**	195,685	–

Current payables not anticipated to be settled within the next twelve months

$ '000	2026	2025
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	**20,491**	15,594
Total payables	**20,491**	15,594

Material accounting policy information

Creditors - Goods and services represent liabilities for goods and services provided to the council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

$ '000	Notes	2026 Current	2026 Non-current	2025 Current	2025 Non-current
Funds to construct Council controlled assets	(i)	**3,030**	**–**	2,260	–
Funds received prior to performance obligation being satisfied (upfront payments) - AASB 15	(ii)	**289**	**–**	110	–
Heritage conservation fund	(iii)	**9,565**	**40,539**	14,582	54,132
Deposits received in advance of services provided	(iv)	**29,792**	**–**	29,717	–
Total contract liabilities		**42,676**	**40,539**	46,669	54,132

Notes

(i) Council has received funding to construct assets including open space renewal, electrification of aquatic centres and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

(iii) The liability relates to funds received via the Alternative Heritage Floor Space Allocation Scheme and held in the Heritage Conservation Fund. Strict eligibility criteria for projects, detailed in the scheme, must be met before funds are eligible to be recognised as income. This recognition occurs in line with expenditure on eligible projects.

(iv) Upfront payments received do not meet the definition of a performance obligation and therefore the funds received are recorded as a contract liability on receipt and recognised as revenue when the relevant performance obligations are satisfied.

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C3-2 Contract Liabilities (continued)

Revenue recognised that was included in the contract liability balance at the beginning of the period

$ '000	Notes	2026	2025
Grants and contributions received in advance:			
Funds to construct Council controlled assets		**396**	35
Funds received prior to performance obligation being satisfied (upfront payments) - AASB 15		**108**	804
Heritage conservation fund	(v)	**18,609**	6,341
Deposits received in advance of services provided		**13,365**	6,907
Total revenue recognised that was included in the contract liability balance at the beginning of the period		**32,478**	14,087

Notes
(v) Revenue recognised from the Heritage Conservation Fund relates to eligible heritage conservation works delivered under the Alternative Heritage Floor Space Allocation Scheme. The higher revenue recognised compared with the prior year was primarily driven by increased eligible expenditure on construction and open space renewal works associated with the Hyde Park lighting project.

C3-3 Borrowings

Financing arrangements

$ '000	2026	2025
Total financing facilities available to Council at the reporting date are:		
Credit cards/purchase cards	**1,500**	1,500
Total financing arrangements	**1,500**	1,500
Financing facilities drawn down at the reporting date are:		
– Credit cards/purchase cards	**71**	195
Total drawn financing arrangements	**71**	195
Undrawn financing facilities available to Council at the reporting date are:		
– Credit cards/purchase cards	**1,429**	1,305
Total undrawn financing arrangements	**1,429**	1,305

C3-4 Employee benefit provisions

$ '000	2026 Current	2026 Non-current	2025 Current	2025 Non-current
Annual leave	**17,876**	**–**	17,138	–
Sick leave	**2,553**	**–**	2,804	–
Long service leave	**57,997**	**3,149**	55,857	2,388
Public holidays	**349**	**–**	330	–
Total employee benefit provisions	**78,775**	**3,149**	76,129	2,388

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C3-4 Employee benefit provisions (continued)

Current employee benefit provisions not anticipated to be settled within the next twelve months

$ '000	2026	2025
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	**52,191**	50,711
	52,191	50,711

Material accounting policy information

Long-term employee benefit obligations
The liability for long-service leave and sick leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

C3-5 Provisions

$ '000	2026 Current	2026 Non-Current	2025 Current	2025 Non-Current
Other provisions				
Self insurance – workers compensation	**6,400**	**21,800**	6,000	20,600
Self insurance – public liability	**726**	**300**	894	153
Superannuation	**–**	**874**	–	1,530
Provision for rent waivers (Covid-19)	**85**	**–**	406	–
Other	**470**	**–**	1,119	–
Sub-total – other provisions	**7,681**	**22,974**	8,419	22,283
Asset remediation/restoration:				
Asset remediation/restoration (future works)	**4,600**	**–**	4,600	–
Sub-total – asset remediation/restoration	**4,600**	**–**	4,600	–
Total provisions	**12,281**	**22,974**	13,019	22,283

Movements in provisions

			Other provisions				
$ '000	Asset remediation	Workers Compensation	Public liability	Superannuation	Rental Waivers	Other	Total
2026							
At beginning of year	**4,600**	**26,600**	**1,047**	**1,530**	**406**	**1,120**	**35,303**
Additional provisions	**–**	**7,120**	**835**	**–**	**–**	**630**	**8,585**
Amounts used (payments)	**–**	**(6,527)**	**(856)**	**–**	**(159)**	**(643)**	**(8,185)**
Remeasurement effects	**–**	**1,007**	**–**	**(656)**	**–**	**(110)**	**241**
Unused amounts reversed	**–**	**–**	**–**	**–**	**(162)**	**(527)**	**(689)**
Total other provisions at end of year	**4,600**	**28,200**	**1,026**	**874**	**85**	**470**	**35,255**

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C3-5 Provisions (continued)

2025							
At beginning of year	4,600	23,400	572	1,425	1,226	5,531	36,754
Additional provisions	–	6,913	891	–	–	476	8,280
Amounts used (payments)	–	(6,930)	(378)	–	(443)	(3,471)	(11,222)
Remeasurement effects	–	3,217	–	105	–	(1,195)	2,127
Unused amounts reversed	–	–	(38)	–	(377)	(221)	(636)
Total other provisions at end of year	4,600	26,600	1,047	1,530	406	1,120	35,303

Nature and purpose of provisions

Public liability and Workers Compensation - self-insurance
Self insurance provisions represent both (i) claims incurred but not reported and (ii) claims reported and estimated as a result of Council's being a self insurer up to certain levels of excess. Council has decided to self-insure for various risks, including public liability, workers compensation and professional indemnity. A provision for self-insurance has been made to recognise outstanding claims. Council also maintains cash and investments to meet expected future claims; refer to Note C1-3.

Superannuation
Council records its assets and liabilities in respect of a Pooled Fund comprising closed NSW public sector superannuation schemes. Council's liability (or asset) position at 30 June is advised by the Fund's actuary. An additional disclosure under the Defined Benefit Plans is set out below.

Provision for Rent Waivers
Other provisions incorporate a provision for rental waivers related to Covid-19 impacts on commercial property tenancies. Council applied the *the National Code of Conduct for commercial tenancies,* which was in effect until March 2021, and subsequently extended similar rental relief provisions beyond that time. As waiver eligibility is confirmed, property debts are adjusted, or in cases where tenants do not meet the requirements for rental waivers, the provision will be (partially) reversed to income.

Other
Other provisions include additional rental related provisions, reflecting anticipated credit notes to be issued to tenants in a future accounting period, and minor amounts related to fee incomes and expenditure recoveries.

Asset remediation
Asset remediation, reinstatement and restoration provisions represent the present value estimate of future costs Council will incur in order to remove, restore and remediate assets and/or activities as a result of past operations.

Defined Benefit Plans - additional disclosures

A) Multi-Employer Pooled Fund

Council participates in an employer sponsored Defined Benefit Superannuation Scheme that is a multi-employer plan.

a) Funding arrangements, including the method used to determine the rate of contributions and any minimum funding requirements.

Pooled employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Members; nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

**For 180 Point Members, Employers are required to contribute 9.5% from 1 July 2025 of salaries to these members' accumulation accounts in line with current level of SG contributions, which are paid in addition to members' defined benefits.*

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C3-5 Provisions (continued)

The adequacy of contributions is assessed at each actuarial investigation which will be conducted annually, the next of which is due effective 30 June 2026.

b) a description of the extent to which the entity can be liable to the plan for other entities' obligations under the terms and conditions of the multi-employer plan.

As stated above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

c) Description of any agreed allocation of a deficit or surplus on:

(i) wind-up of the plan

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

(ii) entity's withdrawal from the plan

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

d) Given the entity accounts for that plan as if it were a defined contribution plan in accordance with paragraph 34, the following information:

(i) the fact that the plan is a defined benefit plan. We confirm the plan is a defined benefit plan.

(ii) why sufficient information is not available to enable Council to account for the plan as a defined benefit plan.

(1) Assets are not segregated within the sub-group according to the employees of each sponsoring employer;
(2) The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer;
(3) Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer; and
(4) The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors set out above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses (to the extent that they are not borne by the members). As such there is insufficient reliable information to allow each sponsoring employer to account for its proportionate share of the defined benefit obligation, sub-group assets and costs associated with the sub-group in the same way as it would be for a single employer sponsored defined benefit plan. Paragraph 34 of AASB 119 therefore applies, with the disclosures herein reflecting the requirements of paragraph 148 of AASB 119.

(iii) the expected contributions to the plan for the next annual reporting period.

The expected contributions by Council to the Fund for the next annual reporting period are $505,283.60.

(iv) information about any deficit or surplus in the plan that may affect the amount of future contributions, including the basis used to determine that deficit or surplus and the implications, if any, for the entity.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2026 is:

Defined Benefit reserves only (excluding other accumulation amounts in both assets and liabilities)	$M	Asset Coverage
Assets	2,127.6	
Past Service Liabilities	1,966.9	108.2%
Vested benefits	2,007.4	106.0%

The key economic long-term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.25% p.a.
Salary inflation (plus promotional increases)	4.0% 2026/27 to 2028/29; 3.5% p.a. thereafter
Increase in CPI	4.1% 2025/26; 3.75% 2026/27; 2.5% p.a. thereafter

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. Please note that the estmated employer

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C3-5 Provisions (continued)

reserves financial position above is a preliminary calculation, and once all relevant information have been received by the Fund's Actuary, the final end of year review will be completed by December 2026.

(v) an indication of the level of Council's participation in the plan compared with other participating entities.
Council's participation in the Scheme compared with other entities is about 5.09%, based on the Council's current level of annual past service contributions of $499,561.14. The last valuation of the Fund was performed by Mr Richard Boyfield, FIAA as at 30 June 2025.

B) Defined Benefit Pooled Fund

Council participates in a Pooled Fund comprising closed NSW public sector superannuation schemes.

Nature of the benefits provided by the fund:
The Pooled Fund holds in trust the investments of the closed NSW public sector superannuation schemes:

- State Authorities Superannuation Scheme (SASS)
- State Superannuation Scheme (SSS)
- State Authorities Non-contributory Superannuation Scheme (SANCS)

The schemes are all defined benefit schemes with a component of the final benefit being derived from a multiple of member salary and years of membership. Members receive lump sum or pension benefits on retirement, death, disablement or withdrawal. All the Schemes are closed to new members. Council records its net assets/liabilities in respect of this Pooled Fund in accordance with the requirements of AASB 119 Employee Entitlements (refer to Note C3-5 - Provisions - Superannuation) as the funds assets/liabilities are not material in relation to Council's total assets and liabilities.

Material accounting policy information

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.
Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

C4 Reserves

C4-1 Nature and purpose of reserves

IPPE Revaluation Surplus

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of Council-owned infrastructure, property, plant and equipment.

Trust assets reserves

The Trust Assets Reserve represents the total fair value of trust land assets (such as Crown Reserve Trusts and land parcels owned by third parties) that have come under the management control of Council at no acquisition cost and which have subsequently been revalued to fair value. These assets are owned by external entities (including State and Federal Governments) and are effectively controlled by the City as custodians or Reserve Trust manager.

D Council structure

D1 Financial result and financial position by fund

Council utilises only a general fund for its operations.

D2 Interests in other entities

Council has no interest in any controlled entities, joint arrangements or associates.

D3 Discontinued operations

Council has not classified any of its operations as 'discontinued'.

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council. Financial risk management is carried out by Council's Chief Finance Office under policies approved by the Council. Council does not engage in material transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

$ '000	***Carrying value 2026***	*Carrying value 2025*	***Fair value 2026***	*Fair value 2025*
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	**61,369**	59,230	**61,370**	59,231
Receivables	**94,479**	96,662	**94,479**	96,662
Investments				
– Debt securities at amortised cost	**603,450**	705,750	**605,419**	707,572
Contract assets	**20,286**	17,560	**20,286**	17,560
Total financial assets	**779,584**	879,202	**781,554**	881,025
Financial liabilities				
Payables	**137,977**	195,685	**137,977**	195,685
Lease liabilities	**11,124**	10,767	**11,124**	10,767
Total financial liabilities	**149,101**	206,452	**149,101**	206,452

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E1-1 Risks relating to financial instruments held (continued)

Fair value is determined as follows:

- **Cash** and **cash equivalents, receivables, payables, lease liabiliities** – carrying value is estimated to approximate fair value.
- **Investments measured at amortised cost** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. Council's Chief Finance Office manages the cash and investments portfolio.

Council has an investment policy which complies with the Local Government Act 1993 section 625 and Minister's investment order. This policy is regularly reviewed by Council and its staff and a monthly Investment report is provided to Council setting out the make-up and performance of the portfolio as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees. Council also seeks advice from independent advisers from time to time, when considering certain investment opportunities.

(a) Market risk – interest rate and price risk

$ '000	***2026***	*2025*
The impact on the result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	**6,615**	7,622

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees, rental debtors and future works in kind contributions receivable.

The main risk associated with these receivables is credit risk – the risk that debts due and payable to Council may not be repaid in full.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures.

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E1-1 Risks relating to financial instruments held (continued)

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings. There are no significant concentrations of credit risk, other than Council has significant credit risk exposures in its local area given the nature of the business.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable in the financial statements.

Council makes suitable provision for expected credit losses as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages the payment of debt.

$ '000	*Not yet overdue*	*overdue rates and annual charges < 5 years*	*≥ 5 years*	*Total*
2026				
Gross carrying amount	**–**	**8,973**	**273**	**9,246**
2025				
Gross carrying amount	(1)	8,806	145	8,950

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors to provide for expected credit losses prescribed by AASB 9, which permits the use of the lifetime expected loss provision. To measure the expected credit losses, non-rates and annual charges debtors have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision as at 30 June 2026 is determined as follows. The expected credit losses incorporate forward-looking information.

$ '000	*Not yet overdue*	*Overdue debts 0 - 30 days*	*31 - 60 days*	*61 - 90 days*	*> 91 days*	*Total*
2026						
Gross carrying amount	**94,618**	**6,725**	**1,083**	**957**	**9,345**	**112,728**
Expected loss rate (%)	**0.00%**	**2.15%**	**52.30%**	**69.01%**	**62.47%**	**6.40%**
ECL provision	**–**	**145**	**566**	**660**	**5,838**	**7,209**
2025						
Gross carrying amount	91,854	8,390	817	600	10,612	112,273
Expected loss rate (%)	0.00%	1.50%	0.75%	40.27%	62.45%	6.24%
ECL provision	–	126	6	242	6,627	7,001

(c) Liquidity risk

Payables and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

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E1-1 Risks relating to financial instruments held (continued)

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows and therefore the balances in the table may not equal the balances in the statement of financial position due to the effect of discounting. Refer to C2-1(b) for lease liabilities.

$ '000	*Weighted average interest rate*	*Subject to no maturity*	*≤ 1 Year*	*payable in: 1 - 5 Years*	*> 5 Years*	*Total cash outflows*	*Actual carrying values*
2026							
Payables	**0.00%**	**31,012**	**106,965**	**–**	**–**	**137,977**	**137,977**
Total financial liabilities		**31,012**	**106,965**	**–**	**–**	**137,977**	**137,977**
2025							
Payables	0.00%	25,702	169,983	–	–	195,685	195,685
Total financial liabilities		25,702	169,983	–	–	195,685	195,685

E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:
- Infrastructure, property, plant and equipment
- Investment property

For the comparative period shown, Counci measured the following assets at fair value on a non-recurring basis:
- Non-current assets classified as ‘held for sale'

Those assets classified as held for sale represent expected sales of property where a financial offer has been accepted and/or settlement is expected within the next 12 months. The assets were transferred from the Operational Land class, having been most recently revalued on a basis consistent with those classes.

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a ‘level’ in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.
Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.
Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Details of the asset and liability classes measured and recognised by Council at fair value are shown on the following pages.

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E2-1 Fair value measurement (continued)

Recurring fair value measurements

		Fair value measurement hierarchy					
		Level 2 Significant observable inputs		*Level 3 Significant unobservable inputs*		*Total*	
$ '000	Notes	***2026***	*2025*	***2026***	*2025*	***2026***	*2025*
Investment property	C1-9						
Investment property portfolio		**566,757**	551,793	**–**	–	**566,757**	551,793
Total investment property		**566,757**	551,793	**–**	–	**566,757**	551,793
Infrastructure, property, plant and equipment (IPP&E)	C1-8						
Plant and equipment		**–**	–	**55,934**	47,586	**55,934**	47,586
Office equipment		**–**	–	**8,167**	9,179	**8,167**	9,179
Furniture and fittings		**–**	–	**3,743**	4,436	**3,743**	4,436
Operational land		**2,429,768**	2,402,563	**162,878**	115,500	**2,592,646**	2,518,063
Community land		**–**	–	**3,619,499**	3,553,019	**3,619,499**	3,553,019
Crown and third party owned land		**–**	–	**3,885,191**	3,852,695	**3,885,191**	3,852,695
Land under roads (post 30/6/2008)		**–**	–	**189,267**	180,657	**189,267**	180,657
Open space		**–**	–	**424,445**	362,111	**424,445**	362,111
Buildings – non specialised		**569,051**	560,531	**1,358,694**	1,292,269	**1,927,745**	1,852,800
Buildings – specialised		**–**	–	**63,881**	41,998	**63,881**	41,998
Other structures – trees		**–**	–	**189,440**	182,559	**189,440**	182,559
Other structures – poles, lights, signs		**–**	–	**273,883**	234,187	**273,883**	234,187
Roads, bridges, footpaths, kerbs		**–**	–	**1,762,120**	1,627,584	**1,762,120**	1,627,584
Stormwater drainage		**–**	–	**411,721**	389,490	**411,721**	389,490
Heritage collections		**–**	–	**10,882**	9,934	**10,882**	9,934
Library books		**–**	–	**1,817**	1,697	**1,817**	1,697
City art		**–**	–	**84,136**	60,810	**84,136**	60,810
Total IPP&E		**2,998,819**	2,963,094	**12,505,698**	11,965,711	**15,504,517**	14,928,805

Non- recurring fair value measurements

Non-current assets classified as held for sale	C1-7						
Land		**192,517**	200,597	**–**	–	**192,517**	200,597
Total NCA's classified as held for sale		**192,517**	200,597	**–**	–	**192,517**	200,597

Transfers between level 1 and level 2 fair value hierarchies

No transfers occurred between level 1 and level 2 fair value hierarchies during the year.

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

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E2-1 Fair value measurement (continued)

Investment properties

Fair value of investment properties is estimated based on appraisals performed by an independent and professionally qualified property valuer. The valuer applied the Market or Income approach, as appropriate, in valuing the properties.

The Market approach was used for investment land where the relevant inputs were able to be observed from current market evidence.

The value of commercial investment buildings is dependent upon the cash flows generated from those buildings. Accordingly, these were valued using the Income approach. Key inputs to valuation included market rental yields and estimates of future demand. Both were based on an analysis of current market rental data but did require the exercise of professional judgement by the valuers.

The commercial buildings have been generally derived using a combination of sales direct comparison approach and capitalisation of income approach. Fair value has been derived from sales prices of comparable properties after adjusting for differences in key attributes such as property size and taking into account current rental yields, vacancy rates and price per square metre.

Infrastructure, property, plant and equipment (IPPE)

Plant & Equipment, Office Equipment, Furniture & Fittings, Library Resources
The Cost Approach is used for these asset classes, based on depreciated original cost representing fair value. The assets are primarily for operational purposes and are not of a nature where valuation increments are likely. Gross value is adjusted by depreciation representing the wear and tear of the assets based on the estimated useful life of the asset. The valuation process is conducted by Council staff.

Buildings (Specialised and Non-Specialised)
Comprehensive valuations of all building assets were undertaken by an external, qualified valuer, in compliance with AASB 13 Fair Value Measurement. Depending upon the unique circumstances of the building asset and other structure, each has been valued using a range of approaches:

- Market approach: applied where there is a principal market which provides observable evidence of the Fair Value of the asset.
- Income approach: utilised for assets where the income generating capability of the asset provides the best estimate of the assets' Fair Value.
- Cost approach: used for assets which are not income-generating and/or for which comparable sales evidence does not exist. These assets, largely within Specialised Buildings, have a particular use for delivery of services (e.g. grandstands, amenities blocks).

The valuations are based on a range of inputs. Some inputs may be gathered at a high level prior to application of inputs at the Asset or Component Level. Inputs to the valuation supported by observable evidence obtained via inspection and market evidence have been classified as Level 2 inputs. These include sales data, market and current rental income data, design and construction costs, average cost of construction, condition and consumption scores for each component as well as the dates of acquisition and decommissioning.

The unobservable inputs such the relationship between condition and the assessed level of remaining service potential of the depreciable amount required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were classified as having been valued using level 3 valuation inputs.

Operational Land
Fair value of this asset class is estimated based on appraisals performed by an independent and professionally qualified property valuer in 2024/25. Land valuations take into consideration the characteristics of the land, such as size, zoning, topography, configuration etc. Depending upon the unique circumstances of each lot, land has been valued using one of the following approaches:

- Direct comparison to sales approach: The most widely used approach. Recent sales of similar properties are utilised as indicative of value, with site-specific characteristics allowed for.
- Value to an Adjoining Owner approach: in limited cases where there is no open market for a parcel, it may hold commercial value to an adjoining land owner. Value is considered to be the difference between the value of the adjacent land parcel with and without the subject parcel being included.

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E2-1 Fair value measurement (continued)

- Nominal Value approach: sites with limited or no commercial utility (standalone or to adjacent owner) were valued at a nominal cost of acquisition ($1,000).

The Value to an Adjoining Owner and Nominal Value approaches each incorporate unobservable inputs, however the majority of valuations for the class reflect Level 2 (observable) inputs.

Community Land (Council-owned)
Fair value of this asset class is estimated based on appraisals performed by an independent and professionally qualified property valuer in 2024/25. Land valuations take into consideration the characteristics of the land, such as size, zoning, topography, configuration etc. Based on the unique circumstances of each lot, one of the following approaches was applied:

- Direct comparison to sales approach
- Hypothetical Development approach
- Value to an Adjoining Owner approach
- Nominal Value approach

The Hypothetical Development, Value to an Adjoining Owner and Nominal Value approaches all incorporate unobservable inputs. A significant unobservable input is a discount (25% reduction) applied to the land values, in recognition of the ‘restrictions’ associated with community land, in particular the lack of ability to sell the land or put it to an alternative purpose.

Crown and Third party owned Land (Council-controlled)
Consistent with the Office of Local Government Code of Accounting Practice and Financial Reporting, Crown Reserves under Council’s care and control are recognised as assets of the Council. Fair value of this asset class is estimated based on appraisals performed by an independent and professionally qualified property valuer in 2024/25, with a further adjustment made to ‘discount’ these valuations (50% reduction) in order to reflect implicit restrictions associated with the land type (specifically, Council's lack of ownership interest and ability to sell the land or put it to an alternative purpose). This discount is an unobservable input, applied to the observable inputs used by the external valuer (consistent with the Operational and Community Land classes).

Land Under Roads (post 30/06/2008)
Council utilises the 'englobo' valuation methodology for Land Under Roads, as allowable under the Office of Local Government Code of Accounting Practice and Financial Reporting. The approach utilises the average land valuation rate from the NSW Valuer-General for the Local Government Area, and applies a 90% 'discount' to reflect the restrictions' inherent to land under roads (in particular, the difficulty associated with sale or transfer). Land Under Roads was comprehensively revalued in 2022/23.

Infrastructure – Roads, Bridges, Footpaths, Stormwater Drainage,Signs, Poles & Lights
Fair value of these asset classes is determined on the current replacement cost (CRC) approach, being the amount that would be required to replace the current service capacity of an asset. CRC is determined with reference to current third party asset works contracts and the assessed remaining service potential of the assets. Signs and Poles & Lights were revalued in 2024/25. The valuation calculation was compiled by council staff using updated unit rates, asset quantities, and condition assessments. Key data inputs include updated unit rates based on the new major Civil Works Contract commenced in 2024/25, as well as asset quantities and condition data collected by the new public lighting and electrical maintenance contractor, also commenced in 2024/25. The remaining infrastructure asset classes were revalued in 2021/22. Key data inputs informing valuation calculations – including asset quantities, materials and conditions – were compiled by Council staff, utilising external consultant reports where available.

Since the last comprehensive revaluation, annual interim valuation adjustments have been applied to reflect indicative movements in CRC. In prior years, these adjustments were based on the annual uplift percentages applied to major construction service contracts. The new Major Civil Works Contract commenced in 2024/25. During the transition between contracts, no uplift was applied to rates under the expired contract. The new contract was subsequently established and delivered the majority of the road and stormwater infrastructure renewal program in 2025/26.For the 2025/26 interim valuation, the Roads and Stormwater asset classes were indexed using relevant ABS indices: 6427017-3101 Road and bridge construction – New South Wales for roads, bridges and footpaths, and 6427017-3109 Other heavy and civil engineering construction – Australia for stormwater drainage. Both asset classes are due for comprehensive revaluation in 2026/27, which will include a full unit rate and quantity review and reconciliation.

Open Space & Recreational Assets
Fair value of these asset classes is determined on the current replacement cost approach substantially based on replacement costs determined with reference to current third party asset renewal contracts and recently completed renewal works. These standard unit rates are a significant unobservable input and reflect an estimate determined by internal staff.

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E2-1 Fair value measurement (continued)

An additional estimate relates to the assessed condition of assets, which is used to determine the expected remaining useful life (and accordingly the accumulated depreciation) of assets. Gross replacement cost less accumulated depreciation is considered to reflect fair value. The Open Space asset class was comprehensively revalued on this basis at 30 June 2026.

Trees
Fair value of these asset classes is determined on the current replacement cost approach based on replacement costs determined with reference to current third party asset replacement contracts. This incorporates the supply cost, cost of associated base/planting works and establishment costs associated with the initial period after planting. Valuations are undertaken by Council staff. The Trees asset class was comprehensively revalued on this basis at 30 June 2022. Since the previous comprehensive revaluation, annual interim revaluation adjustments have reflected annual % movements in contractual unit rates.

Heritage Collections and City Art
Fair value of these asset classes are estimated based on appraisals performed by independent and professionally qualified valuers. These assets are considered to be ‘specialised’ in nature, and accordingly depreciated replacement cost is utilised as the methodology to determine fair value, consistent with previous revaluations. Replacement cost estimates incorporate unobservable inputs, being an estimated amount that one would expect to pay for the same or similar item in a retail setting from a reputable merchant, or the cost to rebuild/replace with an equivalent asset at the date of valuation. Both asset classes were comprehensively revalued at 30 June 2026.

Non-current assets classified as ‘held for sale’

The assets classified as 'held for sale' at 30 June 2026 comprised only Operational Land, based on divestment status at balance date. Valuation techniques for Operational Land are consistent with those described above.

Highest and best use

The following non-financial assets of Council are being utilised in a manner that does not generate commercial revenue:

Community based assets
Council undertakes a number of services with the intention of providing community benefits to residents, workers and visitors. These services are based meeting essential community needs and are not of a nature that would be provided in a commercially competitive environment.

Land under the asset class includes Crown land (and other third-party owned land) under Council's care and control as well as Council-owned land that has been classified as community land under the provisions of the Local Government Act 1993. Furthermore, Council has a number of buildings that are applied in delivering community services. The restrictions on the land and the community use of the buildings in delivering community based services is considered to be the 'highest and best use' of those assets to Councils.

Land Under Roads
Land holdings under the Land Under Roads asset class comprise parcels of land acquired by (or dedicated to) Council after 30 June 2008. The englobo methodology applied to valuations is intended to reflect the inherent restriction on land that is used for the purpose of roads. The continued use of this land for the purposes of road, footpath, cycleway and stormwater drainage (as applicable) is considered to be 'highest and best use'.

E3-1 Contingencies

ASSETS/LIABILITIES NOT RECOGNISED

1. Potential benefits to Council/Potential claims from contractual disputes

At balance date, Council is not involved in any legal matters expected to result in either material financial benefit or material financial loss.

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E3-1 Contingencies (continued)

2. Self insurance – Workers Compensation

Council has decided, on the basis of proper risk management practices, to carry its own insurance in regard to worker's compensation. A provision for self insurance has been made to recognise outstanding claims, based on actuarial recommendation, the amount of which is detailed in Note C3-5.

As a self-insurer, Council is required to lodge a bank guarantee with the State Insurance Regulatory Authority (SIRA). At 30 June 2026, a bank guarantee for $28.6M was held by the SIRA.

All other insurance risks, including workers compensation claims above $600,000 for those received prior to 31 March 2022, above $1,000,000 for those received from 1 April 2022 to 31 March 2026, and above $1,250,000 for those received from 1 April 2026, are covered by external companies. Note that new insurance cover was contracted from 1 April 2026. The higher excess is reflective of recent market changes.

3. Infringement Notices/Fines

Enforcement Income, resulting from Council issuing Infringement Notices, is followed up and collected by Revenue NSW. Council's Revenue Recognition policy for such income is to account for it as revenue when the penalty is applied to the extent of expected recovery rates (determined in accordance with past experience).

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid Infringement Notices that are in excess of the accrued revenue recognised in the accounts.

Due to the limited information available on the status and duration of outstanding Notices, Council is unable to reliably determine the full value of outstanding income.

4. Proposed Land Transfers between NSW Government Authorities and Council

Council has previously agreed to proceed with a transfer of public assets from NSW State Government Agencies. Certain parcels of land have transferred to Council by agreement with the relevant NSW State Government agencies in recent financial years, reflected as non-cash contributions income as applicable. The completion of the remaining transfers of assets is subject to the fulfilment of specific conditions. The value of these assets cannot be quantified at this time, as they are subject to assessment of age and condition at the time of transfer.

5. Superannuation – Defined Benefits Schemes

Council makes employer contributions to the defined benefits categories of the Scheme at rates determined by the Scheme's Trustee. Employees also make member contributions to the Fund. As such, assets accumulate in the Fund to meet the member's benefit, as defined in the Trust Deed, as they accrue.

Council has an ongoing obligation to share in the future rights and liabilites of the Scheme. Favourable or unfavourable variations may arise should the financial requirements of the Scheme differ from the assumptions made by the Scheme's actuary in estimating the accrued benefits liability. Further disclosure relating to defined benefits schemes is shown at Note C3-5.

6. Developer Contributions Plans and Planning Agreements

Council levies infrastructure contributions upon various development across the Council area through the requisite Contributions Plans (Section 7.11, 7.12 and 61) and through Voluntary Planning Agreements (VPAs; Section 7.4).

As part of these Plans and VPAs, Council has received funds which are required to be expended only for the purposes for which they were levied (per the respective plans and VPAs). These Plans also indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or, where a shortfall exists, by the use of Council's General Funds.

These future expenditures do not yet qualify as liabilities as at Reporting Date, but represent Council's intention to spend funds in the manner and timing set out in those Plans.

continued on next page ...

E3-1 Contingencies (continued)

Planning Agreements may also make provision for the future delivery of public benefits to Council, and/or dedication as community assets. The delivery of these assets remains contingent upon the developers actioning consent and the future assets are not raised as receivable assets until all contingencies expire.

7. Heritage Floor Space - Council Properties

Changes to the Sydney Development Control Plan (2012) made by Council may result in the award of Heritage Floor Space (HFS) to Council, subject to:

a) Council, in its capacity as property owner, making application for the award of HFS on an eligible building
b) That application being assessed by Council, in its capacity as statutory authority, as meeting the relevant criteria to allow award of HFS

During 2022/23 financial year, additional HFS awarded in respect of Council-owned property was registered, as reflected in *Note C1-10 - Intangible Assets* comparative year totals. Further awards on Council-owned properties are possible in future periods, subject to the assessment of any applications submitted.

At the time of recognition, valuation of any HFS awarded to Council relies upon on available market evidence of recent sales by holders of HFS to developers.

8. Alternative Heritage Floor Space Allocation Scheme

Under Council's Alternative Heritage Floor Space Allocation Scheme, developers provide a bank guarantee (or security deposit) for an agreed sum, to enable projects to proceed where the requisite Heritage Floor Space (HFS) allocation has yet to be secured. Should the heritage floor space allocation not be secured by the developer at a specific date, the guarantee will be claimed by Council, or a monetary payment made to Council for the equivalent value. Once received, these funds are held as restricted assets, pending subsequent utilisation.

At balance date, performance bonds were held by Council for three development sites (totalling $12.2M), pending developers' attempts to acquire heritage floor space via market transactions. A partial or full claim on the guarantees may be made at a future date, should the respective developers fail to secure the required HFS. Where the required HFS is secured, the guarantee/s will be returned and no monetary payment by the developer/s will be required. To date, the City has received payment for nineteen developments where HFS was not secured within the requisite timeframe ($79.2M received to date). Amounts received via the Alternative Heritage Floor Space Allocation Scheme are held as restricted cash in the Heritage Conservation Fund (refer Note C1-3). A corresponding liability amount, reflecting unearned revenue, is held until suitable projects are identified to utilise the Heritage Conservation Fund in the delivery of heritage renewal projects within Central Sydney. $18.6M of eligible project expenditure was undertaken in 2025/26 financial year, resulting in a Heritage Conservation Fund balance of $50.1M as at 30 June 2026. A further $9.6M of eligible restoration project expenditure is budgeted in 2026/27, with additional projects identified over the life of Council's Long Term Financial Plan that will utilise the balance of the Heritage Conservation Fund over the next 10 years.

9. Contingent Assets - Pitt Street North Over Station Development - Heritage Floor Space (HCF) Contribution

As at 30 June 2026, Council is engaged in ongoing discussions with the NSW State Government regarding a proposed transfer of developer-contributed funds associated with the Pitt Street North Over Station Development.

The NSW State Government has proposed to transfer approximately $15 million of these contributions to Council for allocation into Council's Heritage Conservation Fund (HCF). However, as at 30 June 2026, negotiations between Council and the State Government remain ongoing. No formal, legally binding inter-governmental agreement has been finalised, and no financial transaction has occurred.

Because the receipt of these funds remains entirely dependent on the execution of a final agreement between the State and Council, a contingent asset is disclosed. Any funds eventually received under this arrangement are expected to be fully expended by Council on eligible heritage conservation works. No asset or revenue has been recognized in the financial statements for the period ending 30 June 2026.

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

The aggregate amount of KMP compensation included in the Income Statement is:

$ '000	*2026*	*2025*
Compensation:		
Short-term benefits	**3,568**	3,450
Post-employment benefits	**419**	452
Total	**3,987**	3,902

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. payment of rates, access to library or Council swimming pool by KMP) will not be disclosed.

During the 2025/26 financial year, Council made three payments to an entity related to a Key Management Personnel (KMP). The KMP holds a directorship. These payments pertained to three grants totalling $10,824. As each of these payments meets the policy materiality threshold, disclosure is made in accordance with Council's related party disclosure policy and materiality assessment framework. The grants were provided under the same terms and conditions available to the general public and in accordance with Council's policies and procedures.

F1-2 Councillor and Mayoral fees and associated expenses

$ '000	*2026*	*2025*
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Councillor expenses – Mayoral fee	**255**	246
Councillors' fees	**464**	430
Other Councillors' expenses (including Mayor)	**204**	206
Total	**923**	882

F2 Other relationships

F2-1 Audit fees

$ '000	*2026*	*2025*
Auditors of the Council - NSW Auditor-General:		
Audit and review of financial statements	**321**	312
Remuneration for audit and other assurance services	**321**	312
Total fees paid or payable to the NSW Auditor-General	**321**	312

G Other matters

G1-1 Statement of Cash Flows information

(a) Reconciliation of net operating result to cash provided from operating activities

$ '000	*2026*	*2025*
Net operating result from Income Statement	**137,242**	133,462
Add / (less) non-cash items:		
Depreciation and amortisation	**129,366**	130,214
(Gain) / loss on disposal of assets	**6,126**	6,568
Non-cash capital grants and contributions	**(22,005)**	(36,340)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investment property	**(12,230)**	(26,418)
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	**1,975**	(18,403)
Increase / (decrease) in provision for impairment of receivables	**208**	172
(Increase) / decrease of inventories	**1**	–
(Increase) / decrease of other current assets	**383**	(470)
(Increase) / decrease of contract asset	**(2,701)**	(819)
Increase / (decrease) in payables	**4,012**	(9,014)
Increase / (decrease) in other accrued expenses payable	**2,583**	(737)
Increase / (decrease) in other liabilities	**(71,103)**	82,512
Increase / (decrease) in contract liabilities	**(17,656)**	(3,228)
Increase / (decrease) in employee benefit provision	**3,407**	5,587
Increase / (decrease) in other provisions	**(47)**	(1,453)
Net cash flows from operating activities	**159,561**	261,633

(b) Non-cash investing and financing activities

Developer contributions 'in kind'	**8,092**	30,263
Other dedications and non-cash contributions	**13,918**	6,077
Total non-cash investing and financing activities	**22,010**	36,340

G2-1 Commitments

Capital commitments (exclusive of GST)

$ '000	*2026*	*2025*
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Buildings	**36,541**	65,697
Infrastructure – Roads, Bridges, Footways, Kerb and Gutter	**87,085**	87,108
Open Space	**19,706**	36,387
Plant and equipment	**11,473**	2,611
Public Art	**847**	815
Stormwater Drainage	**5,422**	8,420

continued on next page ...

G2-1 Commitments (continued)

$ '000	*2026*	*2025*
Other	**7,996**	7,526
Total commitments	**169,070**	208,564

G3-1 Events occurring after the reporting date

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

G4 Changes from prior year statements

G4-1 Changes in accounting policy

Council needs to enter custom non applicable text here : Changes in accounting policy.

G4-2 Correction of errors

Council made no correction of errors during the current reporting period.

G4-3 Changes in accounting estimates

Council made no changes in accounting estimates during the year.

G5 Statement of developer contributions

G5-1 Summary of developer contributions

	at 1/07/2025							as at 30/06/2026	
		Contributions Received							
$ '000	Opening Balance[7]	Cash	Non-cash Land	Non-cash Other	Interest earned in year	Expenditure/ asset received during year	Internal Borrowing to/(from)	Held as restricted asset[6]	Cumulative internal borrowings (owed)/repayable
Community facilities	32	2,164	-	-	-	(32)	(2,164)	0	13,083
Open space	12,151	10,055	-	3,327	-	(12,961)	2,685	15,257	(29,796)
Stormwater drainage	12,745	521	-	-	-	(2)	(521)	12,743	20,636
Traffic and transport	913	1,525	-	-	-	(1,682)	-	756	(3,924)
Total section 7.11 revenue under plans[1]	**25,842**	**14,265**	**-**	**3,327**	**-**	**(14,678)**	**-**	**28,756**	**-**
Section 7.4 planning agreements - public benefits[2]	64,478	2,501	-	4,765	1,430	(5,881)	-	67,293	
Clause 7.13 affordable housing[3]	76,157	33,754	-	-	-	(101,956)	-	7,956	
Section 7.12 contributions[4]	-	49,755	-	-	-	(49,755)	-	-	
Section 61 contributions[5]	-	11,756	-	-	-	(11,756)	-	-	
Total contributions	166,477	112,031	-	8,092	1,430	(184,025)	-	104,005	-
Comprising:									
Cash contribution movement	**108,798**	**113,707**			**1,430**	**(181,406)**	**-**	**42,529**	**-**
Section 7.11	-	14,572			-	(14,572)	-	-	-
Section 7.4 - public benefits	32,641	3,870			1,430	(3,367)	-	34,574	
Clause 7.13 - affordable housing	76,157	33,754			-	(101,956)	-	7,956	
Section 7.12	-	49,755			-	(49,755)	-	-	
Section 61	-	11,756			-	(11,756)	-	-	
Contribution receivable movement	**57,680**	**(1,676)**	**-**	**8,092**		**(2,620)**	**-**	**61,476**	
Section 7.11	25,842	*(307)*	-	*3,327*		(105)	-	28,756	
Section 7.4 - public benefits	31,838	(1,369)	-	4,765		(2,514)	-	32,720	
Total contributions	166,477	112,031	-	8,092	1,430	(184,025)	-	104,005	-

G5–1 Summary of developer contributions (continued)

Footnotes to the schedule

[1] Section 7.11 of the *Environmental Planning and Assessment Act 1979* . City of Sydney operates one section 7.11 contributions plan (the *City of Sydney Development Contributions Plan 2015*). Under this plan, Council levies contributions towards provision or improvement of amenities or services infrastructure associated with development. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

[2] Section 7.4 of the *Environmental Planning and Assessment Act 1979.*

[3] Clause 7.13 of the Sydney Local Environmental Plan 2012. Affordable housing contributions are recognised as a payable until remitted to community housing providers and restricted until remitted to community housing providers in accordance with the City of Sydney Affordable Housing Contributions Distribution Plan.

[4] Section 7.12 of the *Environmental Planning and Assessment Act 1979.* City of Sydney operates one section 7.12 plan (*Central Sydney Development Contributions Plan 2020*).

[5] Section 61 of the *City of Sydney Act 1988* . Residual contributions are received for the *Central Sydney Development Contributions Plan 2013* - this plan was superseded by the section 7.12 plan.

[6] Restricted assets comprise unspent cash contributions and works-in-kind/cash contributions receivable that have been secured by bank guarantee/security deposit.

G5–2 Voluntary Planning Agreements - public benefits

Planning agreements (also commonly referred to as VPAs) are voluntary agreements entered into by Council and a developer to deliver public benefits. These may include the dedication of land to Council, monetary contributions, public infrastructure, community facilities, affordable housing, other material public benefit/s or any combination of these. VPA documents detail the purpose for which monetary contributions are to be utilised. Council monitors receipts and expenditure by purpose, and any funds yet to be expended on nominated works are held as restricted assets.

Summary of VPA public benefit monetary contribution expenditure

$ '000	*2026*	*2025*
Monetary contributions expended during year – by purpose:		
City North public domain masterplan (including public domain in Bridge/Loftus St vicinity)	**1,050**	13,000
Sydney University to Redfern Station public domain improvements	**500**	2,000
Community infrastructure	**200**	1,291
New roads, stormwater drainage and facilities in the Green Square Town Centre and Urban Renewal area	**-**	650
Business innovation space (George St) - fitout works and operating costs	**-**	100
City North - Macquarie Place Park - CMP Works implementation	**650**	-
Harbour Walk Public Art Program	**500**	-
Upgrade of Intersection - Epsom and Link Roads Zetland	**400**	-
Ashmore Precinct Post VPA Public Domain Integration Works	**67**	-
Total expenditure - VPA monetary contributions	**3,367**	**17,041**

G5–2 Voluntary Planning Agreements - public benefits (continued)

Summary of Unspent VPA monetary contributions

$ '000	*2026*	*2025*
Unspent Monetary Contributions (held as restricted cash) – by purpose (as described in the VPA):		
Business innovation space (George St) - fitout works and operating costs	**8,576**	8,203
Upgrade of Intersection - Epsom and Link Roads Zetland	**7,799**	**7,859**
Chippendale community facility(s)	**4,651**	4,449
CBD Laneways (Dalley & Underwood) and surrounding public domain	**3,795**	3,630
City North public domain masterplan (including public domain in Bridge/Loftus St vicinity)	**582**	1,606
Macquarie Place upgrade	**1,458**	1,545
New roads infrastructure in the Ashmore precinct, Erskineville	**1,347**	1,355
Harbour Walk public art program	**871**	1,333
New roads, stormwater drainage and facilities in the Green Square Town Centre and Urban Renewal area	**4,251**	1,115
Sydney University to Redfern Station public domain improvements	**508**	986
Stormwater works - Rushcutters Bay catchment	**586**	560
Community infrastructure	**149**	(0)
Total - Unspent VPA monetary contributions	**34,574**	**32,641**

INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Council of the City of Sydney

To the Councillors of Council of the City of Sydney

Opinion

I have audited the accompanying financial statements of Council of the City of Sydney (the council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2026, the Statement of Financial Position as at 30 June 2026, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information.

In my opinion:

- the council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
  - have been prepared, in all material respects, in accordance with the requirements of the Division
  - are, in all material respects, consistent with the council's accounting records
  - present fairly, in all material respects, the financial position of the council as at 30 June 2026, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's responsibilities for the audit of the financial statements' section of my report.

I am independent of the council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other information

The council's annual report for the year ended 30 June 2026 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements, special schedules (the schedules) and Additional Council disclosures.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The councillors' responsibilities for the financial statements

The councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's responsibilities for the audit of the financial statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the council carried out its activities effectively, efficiently and economically
- on the original budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations'
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Karen Taylor
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

28 October 2026
SYDNEY

Lord Mayor
Council of the City of Sydney
Town Hall House
Level 2, 456 Kent Street
SYDNEY NSW 2000

Contact: Karen Taylor
Phone no: 9275 7311
Our ref: R008-266507568-12804

28 October 2026

Dear Mayor

Report on the Conduct of the Audit

for the year ended 30 June 2026

Council of the City of Sydney

I have audited the general purpose financial statements (GPFS) of the Council of the City of Sydney (the Council) for the year ended 30 June 2026 as required by section 415 of the *Local Government Act 1993* (the LG Act).

I expressed an unmodified opinion on the Council's GPFS.

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

Basis of this report

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2026 is issued in accordance with section 417 of the Act. The Report:

- must address the specific matters outlined in the Local Government Code of Accounting Practice and Financial Reporting 2025–26
- may include statements, comments and recommendations that I consider to be appropriate based on the conduct of the audit of the GPFS.

This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

Income statement

Financial performance

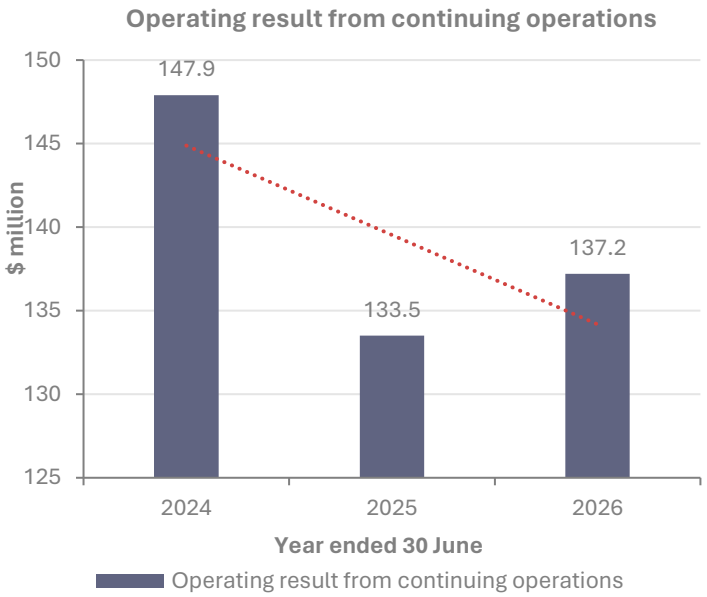
	2026 $m	2025 $m	Variance %
Rates and annual charges revenue	441.6	421.0	4.9
Grants and contributions provided for operating purposes revenue	21.1	15.7	34.4
Grants and contributions provided for capital purposes revenue	128.0	111.3	15.0
Operating result from continuing operations	137.2	133.5	2.8
Net operating result for the year before grants and contributions provided for capital purposes	9.2	22.1	58.4

Operating result from continuing operations

This graph shows the operating result from continuing operations for the current and prior two financial years.

Operating result from continuing operations for the year was $3.7 million higher than the 2024–25 result as:

- grants and contributions revenue increased $22.1 million, due to advance payment of financial assistance grant and increase in cash contributions, offset by a decrease in non-cash contributions
- rate and annual charges increased by $20.6 million, mainly due to rate peg of 4.1%
- other income decreased by $14.0 million, due to lower fair value increment on investment properties
- employee expenses increased by $12.4 million
- other expenses increased by $5.9 million.



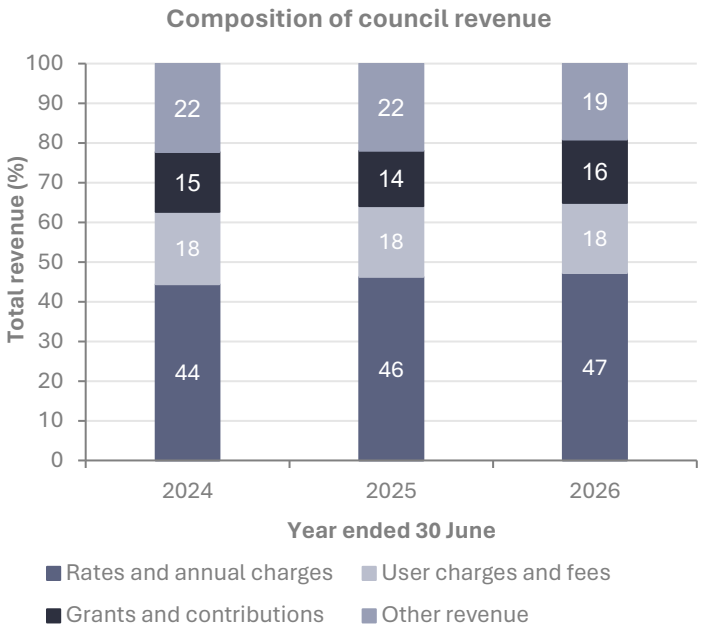
Income

Council revenue

This graph shows the composition of revenue recognised for the current and prior two financial years.

Revenue ($934.8 million) increased by $25.0 million (2.8 %) in 2025–26 due to:

- rates and annual charges revenue ($441.6 million) increased by $20.6 million
- user charges and fees revenue ($165.4 million) which increased by $3.0 million
- grants and contributions revenue ($149.0 million) which increased by $22.1 million
- offset by a $14.0 million decrease in other income and a $6.6 million decrease in interest and investment income.



Cash flows

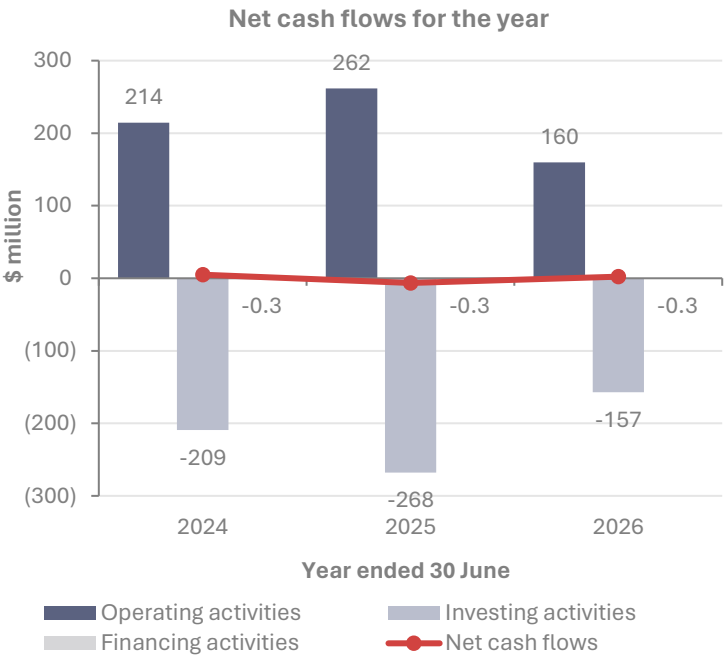
Statement of Cash Flows

The Statement of Cash Flows details the Council's cash inflows and outflows. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating in a financially sustainable manner.

This graph shows the net cash flows for the current and prior two financial years.

The net cash flows for 2025–26 were positive $2.1 million. In 2025–26 the net cash flows:

- from operating activities decreased by $102.1 million, mainly due to a $98.1 million decrease in receipts from grants and contributions
- used in investing activities decreased by $110.7 million, mainly due to lower purchases of investments.



Financial position

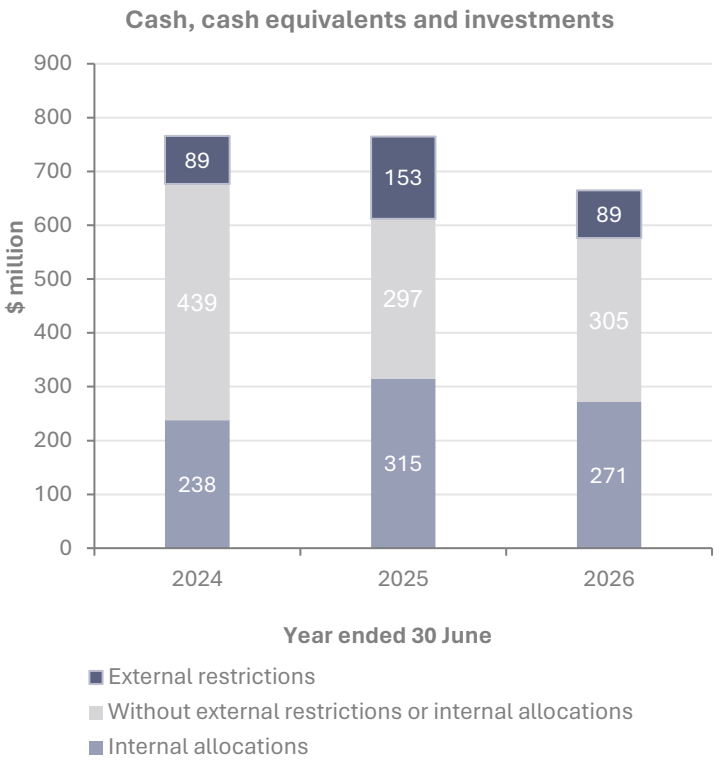
Cash, cash equivalents and investments

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by council due to a restriction placed by legislation or third-party contractual agreement.

Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

This graph shows the amount of cash, cash equivalents and investments with external restrictions, internal allocations, and those with neither as at 30 June 2026 and prior two financial years.

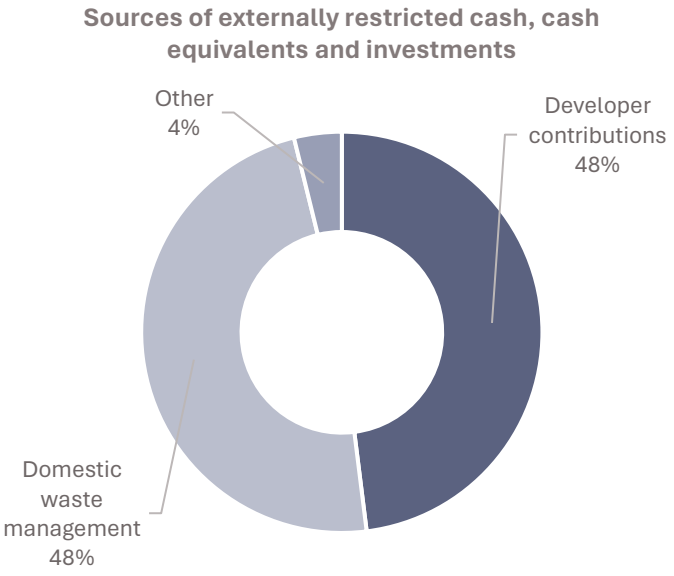
Externally restricted balances decreased due to a $66.3 million due to remitting $76.2 million in affordable housing contributions to community housing providers. Internal allocations decreased by $43.9 million mainly due to $27.9 million spending from the Green Square reserve and $18.6 million spending from the Heritage conservation fund.



This graph shows the sources of externally restricted cash, cash equivalents and investments.

In 2025–26 the Council's main sources of externally restricted cash, cash equivalents and investments include:

- developer contributions of $42.5 million which decreased by $66.3 million (see above for reason).
- domestic waste management charges of $42.6 million which was consistent with the prior year

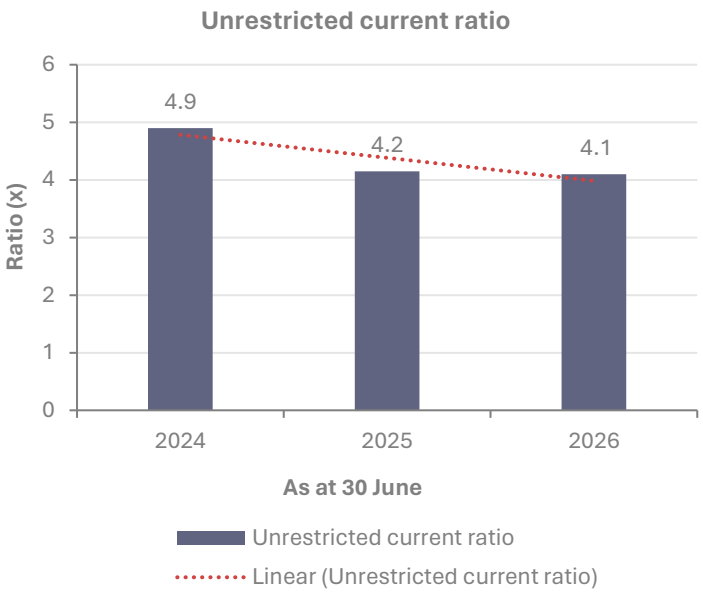


Council liquidity

This graph shows the unrestricted current ratio for the current and prior two financial years.

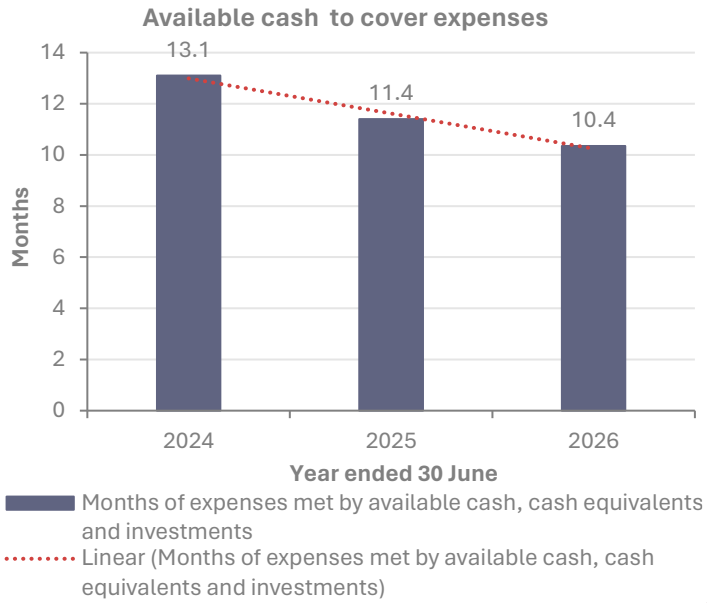
The unrestricted current ratio is specific to local government and represents council's ability to meet its short-term obligations as they fall due. It measures the ratio of unrestricted current assets to current liabilities less specific purpose liabilities.

In 2024–25, the average unrestricted current ratio was 3.7 times for metropolitan councils.



This graph shows the number of months of expenses (excluding depreciation and borrowing costs) council can fund from its available cash, cash equivalents and investments (not subject to external restrictions).

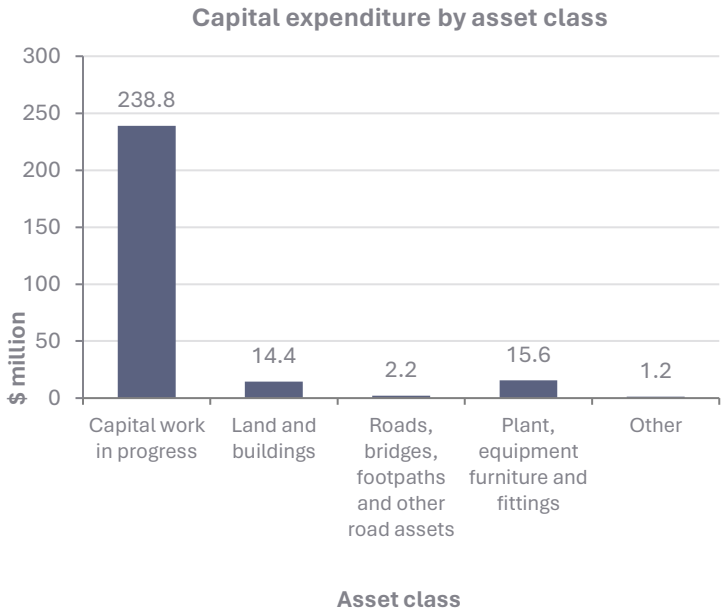
At 30 June 2026, Council has available cash to cover 10.4 months of expenses.



Infrastructure, property, plant and equipment

This graph shows how much the Council spent on renewing and purchasing assets in 2025–26.

Council renewed $148.3 million of infrastructure, property, plant and equipment during the 2025–26 financial year. This was mainly spent on roads, buildings and other structures. A further $123.9 million was spent on new assets including land and roads.



Karen Taylor
Director, Financial Audit

Delegate of the Auditor-General

Council of the City of Sydney

Additional Council Disclosures (unaudited)

Statement of performance measures – consolidated results

$ '000	Amounts 2026	Indicator 2026	Indicators 2025	Indicators 2024	Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses [1, 2]	7,868	0.99%	0.34%	0.45%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions [1]	794,518				
1a. Operating performance ratio (excluding non-recurrent income and expense items)					
Total continuing operating revenue excluding capital grants and contributions less operating expenses [1, 2]	10,485	1.32%	2.01%	2.27%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions [1]	794,521				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions [1]	773,443	83.84%	85.62%	84.47%	> 60.00%
Total continuing operating revenue [1]	922,542				
3. Unrestricted current ratio					
Current assets less all external restrictions [3]	750,729	4.13x	4.15x	4.99x	> 1.50x
Current liabilities less specific purpose liabilities [4]	181,908				
3a. Unrestricted current ratio (less internal and external restrictions)					
Current assets less all external and internal restrictions	566,916	3.49x	2.49x	4.77x	> 1.50x
Current liabilities less specific purpose liabilities [4, 5]	162,652				
4. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	501,369	8.34 months	9.98 months	10.93 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities	60,093				

Supplementary ratios for Operating Performance (adjusted for non-recurrent income and expense items) and Current Ratio (adjusted for external restrictions and internal allocations) are included at Note H1-1 and Note H1-2.

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables and net gain on sale of assets using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties and net loss on disposal of assets using the equity method

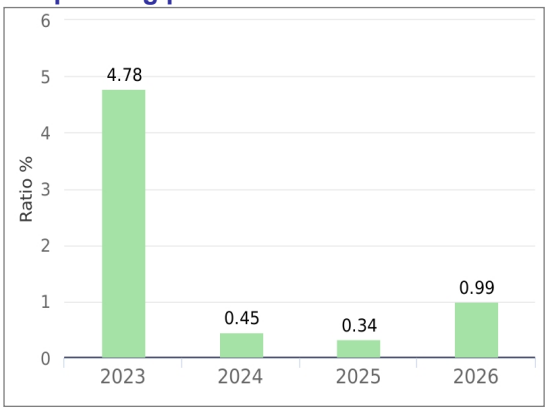
(3) Refer Notes C1-1 to C1-7 and C1-11.

(4) Refer to Notes C2-1 and C3-1 to C3-5.

Council of the City of Sydney

Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue, calculated in accordance with OLG Code of Accounting Practice and Financial Reporting guidance.

Commentary on 2025/26 result

2025/26 ratio 0.99%

The ratio remained above the benchmark and improved compared with 2024/25. The improvement primarily reflects the timing of Financial Assistance Grant receipts, with 130% of the annual grant entitlement recognised in 2025/26, comprising 50% relating to 2025/26 and an 80% advance payment relating to 2026/27. Excluding the advance payment, the ratio would have been below the 2024/25 result.

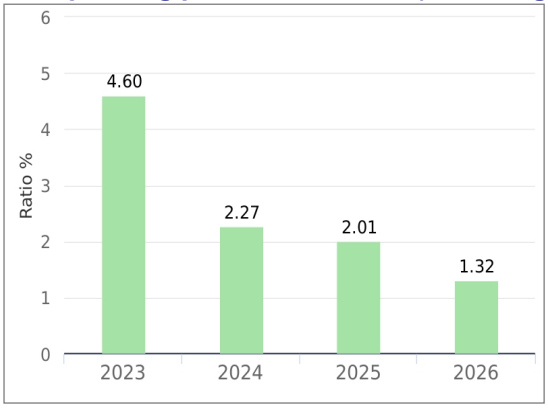
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

1a. Operating performance ratio (excluding non-recurrent income and expense items)



Purpose of 1a. operating performance ratio (excluding non-recurrent income

This ratio measures Council's achievement of containing operating expenditure within operating revenue, adjusted for material non-recurrent items of income and expenditure in order to reflect underlying operating performance.

Commentary on 2025/26 result

2025/26 ratio 1.32%

The ratio remained above the benchmark but decreased compared with 2024/25. The reduction primarily reflects higher operating expenses and a lower level of non-recurring capital project costs excluded from the calculation, partly offset by growth in operating revenue, primarily due to the early receipt of Financial Assistance Grants.

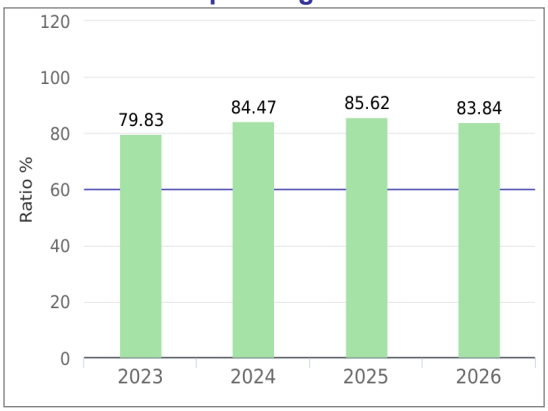
Benchmark: — > 0.00%

Source of benchmark:

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2025/26 result

2025/26 ratio 83.84%

Results reflect a continued high level of own source revenue and performance well above the benchmark. While the ratio remained strong, it decreased slightly compared with 2024/25 due to an increase in grant and contribution revenue as a proportion of total continuing operating revenue. Council continues to maintain a high degree of financial flexibility through its significant own source revenue base.

Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

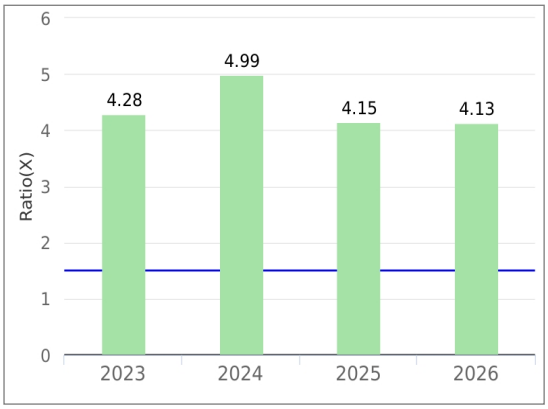
Ratio is outside benchmark

continued on next page ...

Council of the City of Sydney

Statement of performance measures – consolidated results (graphs) (continued)

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2025/26 result

2025/26 ratio 4.13x

Council significantly exceeds the ratio benchmark, indicating that short-term financial obligations can be comfortably met from unrestricted current assets. The ratio improved slightly from 2024/25, primarily due to an increase in unrestricted current assets following a reduction in externally restricted cash. Adjusted current liabilities remained broadly unchanged. Council continues to maintain a strong liquidity position.

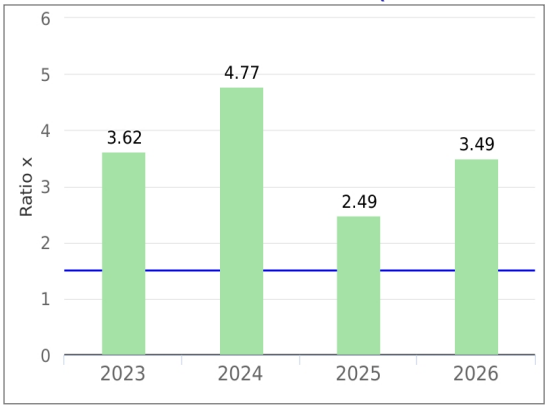
Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3a. Unrestricted current ratio (less internal and external restrictions)



Purpose of 3a. unrestricted current ratio (less internal and external restrictions)

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council, taking into consideration amounts restricted internally by Council.

Commentary on 2025/26 result

2025/26 ratio 3.49x

The ratio remained above the benchmark and improved compared with 2024/25, primarily due to a reduction in current liabilities following the distribution of affordable housing contributions to community housing providers. Adjusted unrestricted current assets remained broadly in line with the prior year.

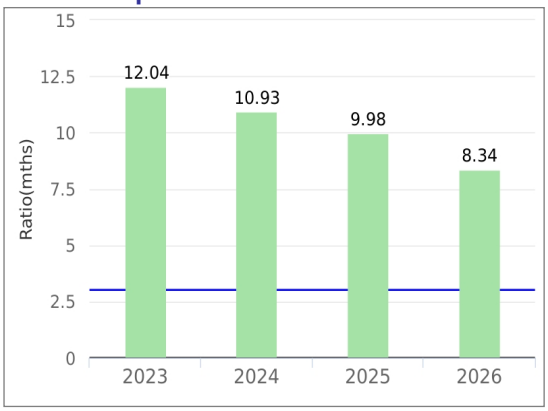
Benchmark: — > 1.50x

Source of benchmark:

Ratio achieves benchmark

Ratio is outside benchmark

4. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2025/26 result

2025/26 ratio 8.34 months

The ratio remains well above the benchmark. The decrease from 9.98 months in 2024/25 to 8.34 months in 2025/26 primarily reflects lower term deposit balances, together with a modest increase in operating and financing cash outflows. Despite the decrease, Council maintains a strong liquidity position and remains comfortably above the benchmark requirement.

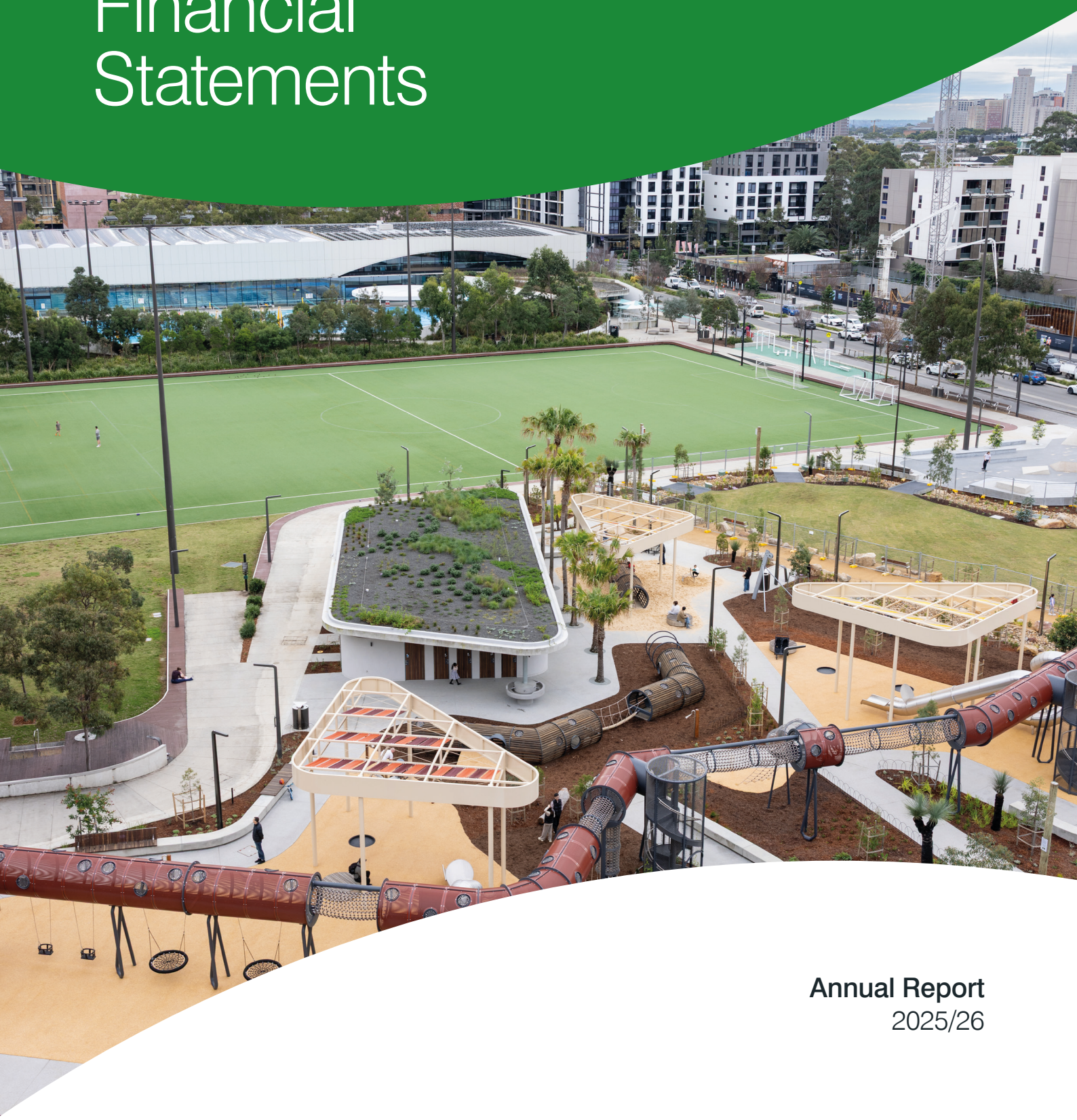
Benchmark: — > 3.00months

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

Special Purpose Financial Statements



Annual Report
2025/26

The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area.

CITY OF SYDNEY

Council of the City of Sydney

Special Purpose Financial Statements

for the year ended 30 June 2026

Contents Page

Statement by Councillors and Management 3

Special Purpose Financial Statements:

Income Statement of Parking Stations 4

Statement of Financial Position of Parking Stations 5

Note – Material accounting policy information 6

Auditor's Report on Special Purpose Financial Statements 8

Background

i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.

ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than $2 million that Council has formally declared as a business activity (defined as Category 1 activities).

iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Council of the City of Sydney

Special Purpose Financial Statements

for the year ended 30 June 2026

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached special purpose financial statements have been prepared in accordance with:

- NSW Government Policy Statement, *Application of National Competition Policy to Local Government*
- Division of Local Government Guidelines, *Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality*
- The Local Government Code of Accounting Practice and Financial Reporting

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year,
- accord with Council's accounting and other records; and

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

Signed in accordance with a resolution of Council made on 26 October 2026.

Clover Moore
Lord Mayor
26 October 2026

Robert Kok
Councillor
26 October 2026

Monica Barone
Chief Executive Officer
26 October 2026

Jean-Michel Carriere
Responsible Accounting Officer
26 October 2026

Council of the City of Sydney

Income Statement of Parking Stations

for the year ended 30 June 2026

$ '000	***2026 Category 1***	*2025 Category 1*
Income from continuing operations		
User charges	**11,186**	10,946
Other income	**18**	17
Total income from continuing operations	**11,204**	10,963
Expenses from continuing operations		
Employee benefits and on-costs	**180**	153
Materials and services	**2,096**	2,090
Calculated taxation equivalents	**141**	134
Other expenses	**2,197**	2,136
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	**4,614**	4,513
Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets before capital amounts	**6,590**	6,450
Depreciation, amortisation and impairment of non-financial assets	**559**	1,170
Surplus (deficit) from continuing operations before capital amounts	**6,031**	5,280
Surplus (deficit) from continuing operations after capital amounts	**6,031**	5,280
Surplus (deficit) from all operations before tax	**6,031**	5,280
Less: corporate taxation equivalent (25%) [based on result before capital]	**(1,508)**	(1,320)
Surplus (deficit) after tax	**4,523**	3,960
Plus accumulated surplus	**117,138**	111,724
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	**141**	134
– Corporate taxation equivalent	**1,508**	1,320
Closing accumulated surplus	**123,310**	117,138
Return on capital % [1]	**4.5%**	4.1%

(1) The FY2025 comparative has been restated from 8.2% to 4.1% to correct an input error whereby the 4.1% Return on Capital was inadvertently counted twice.

Council of the City of Sydney

Statement of Financial Position of Parking Stations

as at 30 June 2026

$ '000	2026 Category 1	2025 Category 1
ASSETS		
Current assets		
Receivables	**145**	141
Other	**–**	403
Total current assets	**145**	544
Non-current assets		
Infrastructure, property, plant and equipment	**133,338**	128,289
Inter-Entity Debtor	**118,385**	111,234
Total non-current assets	**251,723**	239,523
Total assets	**251,868**	240,067
LIABILITIES		
Current liabilities		
Payables	**779**	760
Employee benefit provisions	**55**	53
Provision other	**–**	–
Total current liabilities	**834**	813
Non-current liabilities		
Employee benefit provisions	**16**	15
Total non-current liabilities	**16**	15
Total liabilities	**850**	828
Net assets	**251,018**	239,239
EQUITY		
Accumulated surplus	**123,309**	117,137
Revaluation reserves	**127,709**	122,102
Total equity	**251,018**	239,239

Council of the City of Sydney

Material accounting policy information

for the year ended 30 June 2026

Note – Material accounting policy information

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2021* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1 - business activities with gross operating turnover more than $2 million

Parking Stations - Operation of the Goulburn Street and Kings Cross Parking Stations

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes, which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in special purpose finanncial statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)
Corporate income tax rate – **25%** (LY 25%)
Land tax – the first $1,075,000 of combined land values attracts **0%**. For the combined land values in excess of $1,075,000 up to $6,571,000 the rate is **$100 + 1.6%**. For the remaining combined land value that exceeds $6,571,000 a premium marginal rate of **$88,036 + 2.0% of the land value above $6,571,000** applies.
Payroll tax – **5.45%** on the value of taxable salaries and wages in excess of $1,200,000.

continued on next page ...

Note – Material accounting policy information (continued)

Income tax

An income tax equivalent has been applied on the profits of the business activities. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 25% (LY 25%)

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 25% is the equivalent company tax rate prevalent at reporting date.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

The rate of return is calculated as follows:

$$\frac{\text{Operating result before capital income + interest expense}}{\text{Written down value of IPPE as at 30 June 2026}}$$

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.74% at 30/6/26.

(iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

END OF AUDITED FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Council of the City of Sydney

To the Councillors of Council of the City of Sydney

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Council of the City of Sydney's (the council) declared business activity, parking stations which comprise the Statement by Councillors and Management, the Income Statement of the declared business activity for the year ended 30 June 2026, the Statement of Financial Position of the declared business activity as at 30 June 2026 and the Material accounting policy information note.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the council's declared business activity as at 30 June 2026, and its financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Material accounting policy information note and the Local Government Code of Accounting Practice and Financial Reporting 2025–26 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's responsibilities for the audit of the financial statements' section of my report.

I am independent of the council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of matter - basis of accounting

Without modifying my opinion, I draw attention to the Material accounting policy information note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other information

The council's annual report for the year ended 30 June 2026 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and special schedules (the schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The councillors' responsibilities for the financial statements

The councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Material accounting policy information note to the financial statements, are appropriate to meet the requirements in the LG Code. The councillors' responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's responsibilities for the audit of the financial statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

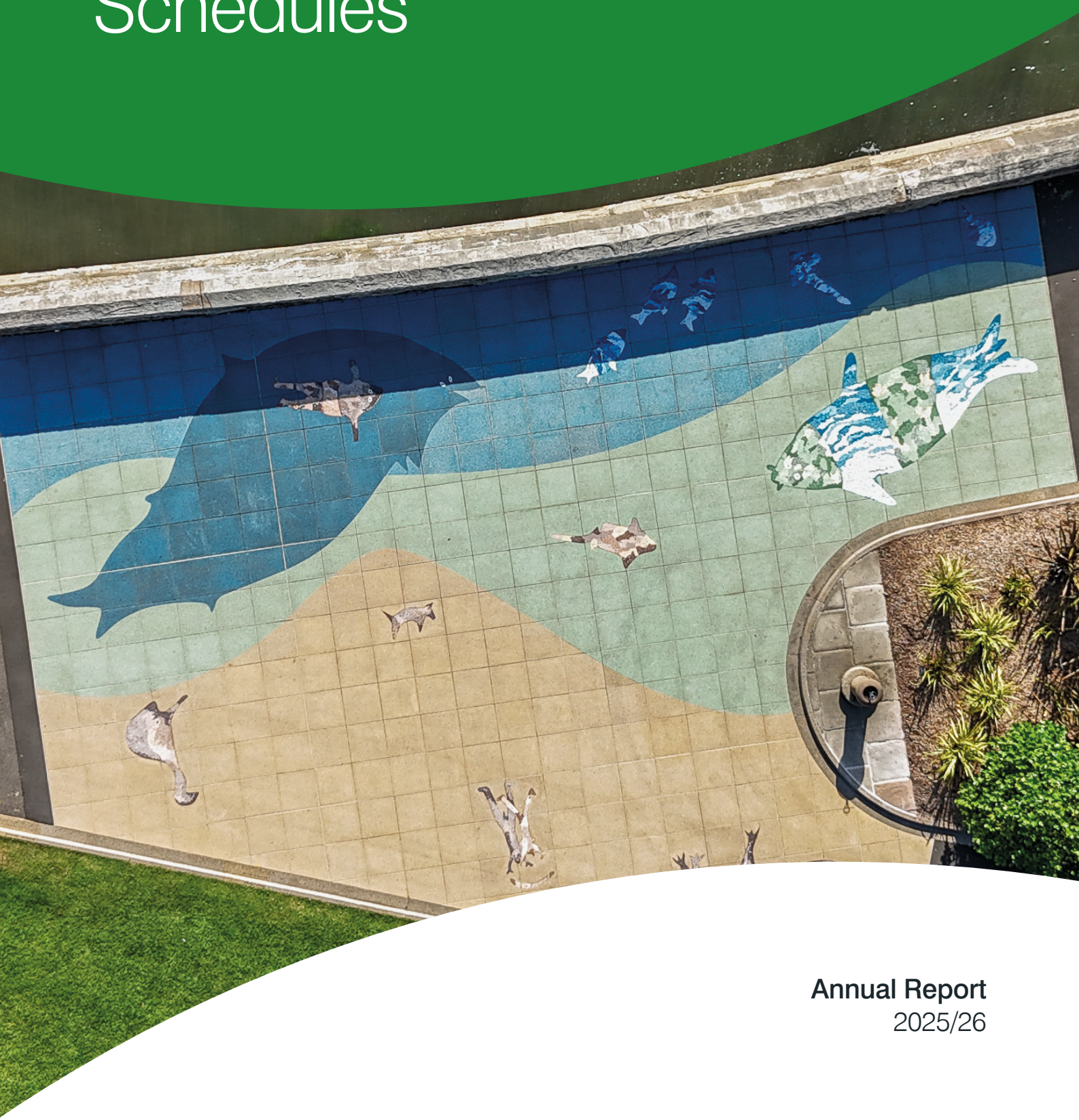


Karen Taylor
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

28 October 2026
SYDNEY

Special Schedules



Annual Report
2025/26

The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area.

CITY OF SYDNEY

Council of the City of Sydney

Special Schedules

for the year ended 30 June 2026

Contents Page

Special Schedules:

Permissible income for general rates 3

Report on infrastructure assets as at 30 June 2026 4

Council of the City of Sydney

Permissible income for general rates

$ '000	Notes	*Calculation 2025/26*	***Calculation 2026/27***
Notional general income calculation [1]			
Last year notional general income yield	a	357,082	**377,015**
Plus or minus adjustments [2]	b	4,997	**537**
Notional general income	c = a + b	**362,079**	**377,552**
Permissible income calculation			
Percentage increase	d	4.10%	**5.60%**
Plus percentage increase amount [3]	e = d x c	14,845	**21,143**
Sub-total	f = (c + e)	**376,924**	**398,695**
Total permissible income	i= (f + h)	376,924	**398,695**
Less notional general income yield	j	377,015	**398,683**
Plus one-off catch-up of previous years' shortfall	k	91	**–**
Catch-up or (excess) result	l = (i - j + k)	–	**12**
Carry forward to next year [4]		–	**12**

The Council has the accumulated balance of $354,960 from the previous year shortfall in the general income. This can be used as a one-off catch-up in the future years under section 511 of the Local Government Act 1993.

Notes

(1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.

(2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.

(3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).

(4) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.

INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Council of the City of Sydney

To the Councillors of Council of the City of Sydney

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the schedule) of Council of the City of Sydney (the council) for the year ending 30 June 2027.

In my opinion, the schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2025–26 (LG Code) and is in accordance with the books and records of the council.

My opinion should be read in conjunction with the rest of this report.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's responsibilities for the audit of the schedule' section of my report.

I am independent of the council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of matter - basis of accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the schedule. The schedule has been prepared for the purpose of fulfilling the council's reporting obligations under the LG Code. As a result, the schedule may not be suitable for another purpose.

Other information

The council's annual report for the year ended 30 June 2026 includes other information in addition to the schedule and my Independent Auditor's Report thereon. The councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule - Report on infrastructure assets as at 30 June 2026.

My opinion on the schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The councillors' responsibilities for the schedule

The councillors are responsible for the preparation of the schedule in accordance with the LG Code. The councillors' responsibility also includes such internal control as the councillors determine is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the schedule

My objectives are to:

- obtain reasonable assurance whether the schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the schedule.

A description of my responsibilities for the audit of the schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the schedule.



Karen Taylor
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

28 October 2026
SYDNEY

Council of the City of Sydney

Report on infrastructure assets as at 30 June 2026

Asset Class	*Asset Category*	*Estimated cost to bring assets to satisfactory standard* [a] *$ '000*	*Estimated cost to bring to the agreed level of service set by Council* [b] *$ '000*	*2025/26 Required maintenance* [c] *$ '000*	*2025/26 Actual maintenance* [c] *$ '000*	*Net carrying amount* [d] *$ '000*	*Gross replacement cost (GRC) $ '000*	*Asset condition as a percentage of gross replacement cost* 1	2	3	4	5
Buildings	Buildings – non-specialised	32,584	31,295	53,287	47,347	1,928,978	2,745,881	4.7%	18.0%	65.0%	10.8%	1.5%
	Buildings – specialised	5,843	5,787	3,386	3,496	62,649	92,344	10.7%	32.5%	26.1%	30.7%	0.0%
	Sub-total	**38,427**	**37,082**	**56,673**	**50,843**	**1,991,627**	**2,838,225**	**4.8%**	**18.5%**	**63.8%**	**11.4%**	**1.5%**
Roads	Sealed roads – surface	8,957	5,613	5,309	6,323	188,359	331,575	11.8%	32.8%	50.8%	4.1%	0.5%
	Sealed roads – structure	7,426	7,426	2,339	2,785	679,610	789,466	39.8%	42.4%	14.7%	2.1%	0.9%
	Bridges	1,246	1,398	2,122	2,526	76,860	111,497	34.0%	41.3%	20.8%	3.9%	0.0%
	Footpaths	22,045	9,654	8,245	9,818	521,528	890,160	20.7%	36.9%	38.9%	3.3%	0.2%
	Kerb and gutter	13,564	11,765	655	780	217,832	493,803	7.5%	40.9%	41.8%	9.3%	0.5%
	Other road infrastructure assets [e]	2,701	2,600	986	1,174	77,930	140,829	11.2%	36.6%	44.0%	4.7%	3.5%
	Sub-total	**55,939**	**38,456**	**19,656**	**23,406**	**1,762,120**	**2,757,330**	**22.8%**	**38.9%**	**33.5%**	**4.2%**	**0.6%**
Stormwater drainage	Stormwater drainage	5,487	8,126	3,356	1,701	411,721	602,712	23.8%	64.6%	8.0%	2.2%	1.4%
	Sub-total	**5,487**	**8,126**	**3,356**	**1,701**	**411,721**	**602,712**	**23.8%**	**64.6%**	**8.0%**	**2.2%**	**1.4%**
Open space / recreational assets	Open Space Assets [f]	23,078	47,686	24,966	33,992	424,445	1,042,943	6.1%	18.1%	66.5%	8.1%	1.2%
	Sub-total	**23,078**	**47,686**	**24,966**	**33,992**	**424,445**	**1,042,943**	**6.1%**	**18.1%**	**66.5%**	**8.1%**	**1.2%**
	Total – all assets	**122,931**	**131,350**	**104,651**	**109,942**	**4,589,913**	**7,241,210**	**13.4%**	**30.0%**	**48.0%**	**7.4%**	**1.2%**

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Notes:

a ***Estimated Cost to Bring To Satisfactory Standard*** per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better. These cost (and asset condition) assessments remain highly subjective, as in previous years

b ***Estimated Cost to Bring to the Agreed Level of Service Set by Council*** reflects the estimated cost to restore all assets assessed to be at a condition beneath Council's minimum service levels. These standards (i.e. target conditions) are detailed in Council's Asset Management Strategy, and reflect the strategy of maximising the consumption of assets' service potential before renewal works are undertaken.

c Maintenance costs, per Office of Local Government Requirements, include both maintenance and (appropriate) operational costs
Required maintenance reflects amounts identified within Asset Management Plans for the respective classes, and equivalent expenditure types are included within the 'Actual' column.

d Carrying Value reflects the asset value by class, per Note C1-8 of the General Purpose Financial Statements.

e 'Other' infastructure includes street furniture and street fixtures (e.g. traffic islands).

f As part of the 2025/26 comprehensive revaluation, condition ratings for Open Space assets were reviewed and realigned to better reflect the assets' observed operational condition and associated gross replacement values.

Infrastructure asset condition assessment 'key'

1	**Excellent/very good**	No work required (normal maintenance)
2	**Good**	Only minor maintenance work required
3	**Satisfactory**	Maintenance work required
4	**Poor**	Renewal required
5	**Very poor**	Urgent renewal/upgrading required

Council of the City of Sydney

Report on infrastructure assets as at 30 June 2026

Infrastructure asset performance indicators (consolidated) *

$ '000	Amounts 2026	Indicator 2026	Indicators 2025	Indicators 2024	Benchmark
1. Buildings and infrastructure renewals ratio					
Asset renewals [1]	**125,775**	**131.37%**	97.74%	84.20%	> 100.00%
Depreciation, amortisation and impairment	**95,739**				
1a. Buildings and infrastructure renewals ratio (alternate) [1]					
Asset renewals	**125,775**	**135.97%**	116.38%	103.97%	> 100.00%
Required asset renewal (per adopted asset management strategy)	**92,500**				
2. Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	**122,931**	**2.50%**	2.36%	2.03%	< 2.00%
Net carrying amount of infrastructure assets	**4,923,959**				
3. Asset maintenance ratio					
Actual asset maintenance	**109,942**	**105.06%**	109.61%	100.66%	> 100.00%
Required asset maintenance	**104,651**				
4. Cost to bring assets to agreed service level [2]					
Estimated cost to bring assets to an agreed service level set by Council	**131,350**	**1.81%**	2.27%	1.77%	
Gross replacement cost	**7,241,210**				

(*) All asset performance indicators are calculated using classes identified in the previous table.

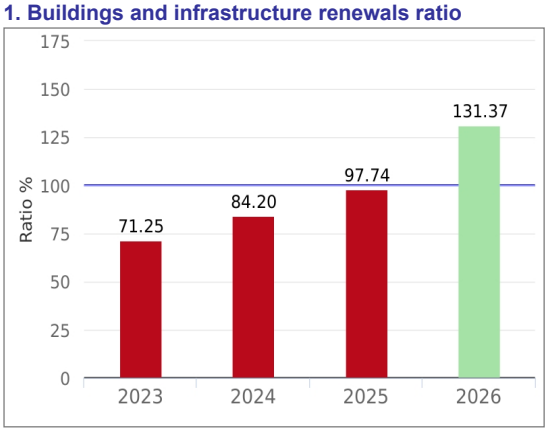
(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

(2) Update had been made to the estimated cost to align with the code, representing asset renewal cost of assets that have reached condition-based intervention point set in asset management plans.

Council of the City of Sydney

Report on infrastructure assets as at 30 June 2026

1. Buildings and infrastructure renewals ratio



Purpose of buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on 2025/26 result

2025/26 ratio 131.37%

Ratio performance continued an improving trend in 2025/26, with increased in asset renewal activities compared to prior years and decreasing depreciation as a result of building comprehensive revaluation in 2024/25.

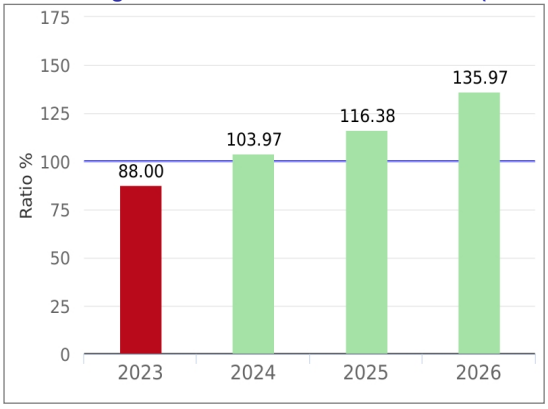
Benchmark: — > 100.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

1a. Buildings and infrastructure renewals ratio (alternate)



Purpose of 1a. buildings and infrastructure renewals ratio (alternate)

To assess the rate at which these assets are being renewed relative to the required level of renewal identified in Council's Asset Management Plan.

Commentary on 2025/26 result

2025/26 ratio 135.97%

Projections included in the Asset Management Plan (Part of the Resourcing Strategy). On this enhanced indicator, Council's renewal expenditure exceeded the annual 'required' level for 2025/26. Performance trends for the alternative ratio reflect ratio above 1, as a result of improved capital works delivery over time.

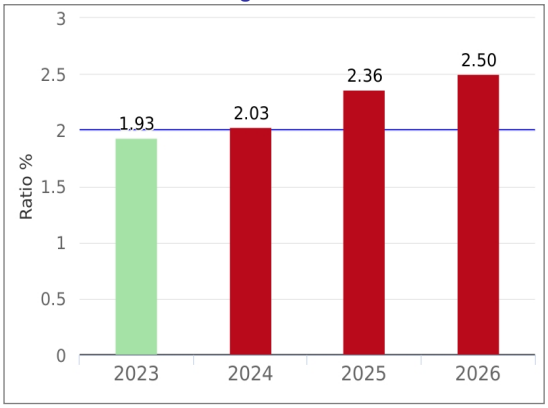
Benchmark: — > 100.00%

Source of benchmark:

Ratio achieves benchmark

Ratio is outside benchmark

2. Infrastructure backlog ratio



Purpose of infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

Commentary on 2025/26 result

2025/26 ratio 2.50%

Ratio performance continue to decline, largely reflecting cost pressures on estimated renewal costs. Improvements to asset condition data are ongoing. Effective utilisation of asset service potential remains a priority and renewal works are targeted to maximise asset life. Note that the carrying value of assets (denominator) includes capital work in progress.

Benchmark: — < 2.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

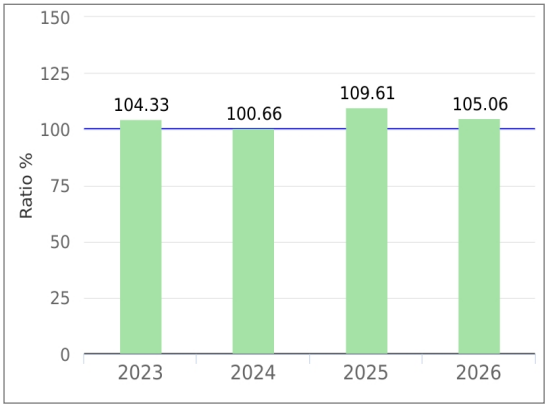
Ratio is outside benchmark

continued on next page ...

Council of the City of Sydney

Report on infrastructure assets as at 30 June 2026 (continued)

3. Asset maintenance ratio



Purpose of asset maintenance ratio	Commentary on 2025/26 result
Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.	2025/26 ratio 105.06% Council's performance ratio result is slightly ahead of benchmark. This is a result of increased maintenance activities to clear infrastructure backlog.

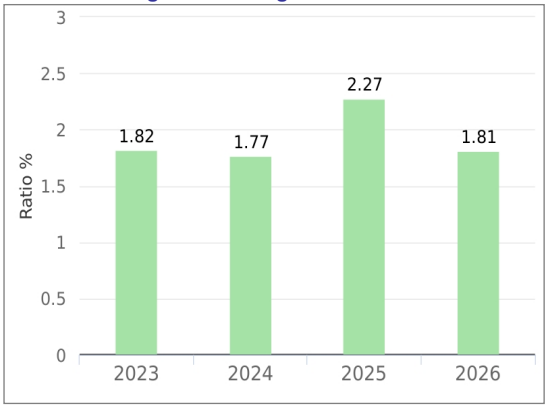
Benchmark: — > 100.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

4. Cost to bring assets to agreed service level



Purpose of cost to bring assets to agreed service level	Commentary on 2025/26 result
This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.	2025/26 ratio 1.81% Performance ratio continue to improve as a result of increasing asset renewal works which addressed outstanding renewal works required to meet council's agreed level of service.



Attachment B

Annual Report 2025/26 – Delivery Program 2025–2029 - Progress Report 2025/26



Delivery Program 2025–2029

Progress Report

The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area.

Annual Report
2025/26

CITY OF SYDNEY



The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area.

We acknowledge their continued care and protection for the lands and waters of this place since time immemorial.

Contents

Message from the Lord Mayor 3

Environment and sustainability 3
Community facilities and services 3
Heritage and city revitalisation 3
Active transport 4
Major events and city life 4

Message from the CEO 5

About Sydney 7

Defining Sydney 8

About the City of Sydney 9

The City of Sydney – roles and responsibilities 9
Functional responsibilities 9
Our awards 11

The integrated planning and reporting framework 13

How the documents relate 14
Resourcing the plan 15
Monitoring and review 16

2030–2050 Targets 17

Progress against our targets 17

Delivery Program Progress Report 25

Cover image: George Street transformation, City Centre. Mark Metcalfe/City of Sydney

Message from the Lord Mayor

Environment and sustainability

Our commitment to creating a greener city continues to deliver results. Since 2008 our tree canopy cover has grown from 15.5% to 21.7% in 2026. We are the only Australian city to have consistently increased our canopy over the last decade, and we're continuing to work towards our ambitious targets of 40% green cover and 27% canopy cover by 2050.

This year, we planted 1,164 trees across the city, including 762 street trees and 402 park trees. New trees were added to locations such as Hyde, Pirrama, Victoria, Prince Alfred, Federal, Rushcutters Bay and Sydney parks, as well as Orphan School Creek, Mountain Street, Regent Street and Edgley Street reserves, Southern Cross Drive, and streetscapes in Rosebery, Glebe, Erskineville, Surry Hills, Redfern and Darlinghurst. We also continued our in-road planting program, completing major works in Rosebery and Glebe.

Reducing emissions and energy use remains a focus. This year we replaced around 3,469 lights with energy-efficient LEDs equipped with smart controls, cutting energy consumption for those upgraded lights by approximately 37%.

We also completed the electrification of pool and shower heating at Andrew (Boy) Charlton Pool, transitioned gas cooking equipment to electric at 5 sites and replaced gas hot water systems with electric alternatives at 2 sites.

Community facilities and services

The upgraded Andrew (Boy) Charlton pool features almost 50,000 new tiles, improved accessibility, new decking and timber seating, and shade sails. The project also included restoration works to the grandstand, repairs to concrete and steel structures, and upgrades to the plant room.

Attendance at aquatic and leisure centres surpassed 2 million visits for the first time this year. Strong participation in fitness programs and a diverse range of community activities contributed to this milestone. Highlights included the Trans Joy Swim and Gym event, free entry for older residents during the Seniors Festival, Youth Week activities, Pride Month and National Reconciliation Week events, gym access through the Take Charge program supporting people living with mental illness and learn to swim and aqua programs for asylum seekers and Ukrainian women.

We also delivered new community facilities through the joint Green Square Public School and Community Spaces project with the Department of Education, providing dedicated community spaces that are available year-round, along with facilities that can be used by the community outside school hours.

Our libraries experienced strong growth, with membership reaching 92,314, the highest level since December 2022. Changes to membership options have made it easier for people to join and access services.

During the year library users accessed more than 1.95 million items, the highest in three and a half years. This included 1,544 home deliveries to residents who are unable to visit a library in person.

Heritage and city revitalisation

In May 2026, we completed the restoration of the heritage-listed Chinatown Ceremonial Gates. The project was a finalist in the 2026 NSW National Trust Heritage Awards. Works included new lighting, replacing deteriorated concrete sculptures with granite lions in keeping with the original design, installing new granite plinths, upgrading decorative timber panels and restoring the 2 marble plaques on the north gate.

The restoration forms part of the broader Haymarket and Chinatown Revitalisation Strategy, which includes the Dixon Street public domain upgrade, the Belmore Park upgrade and Haymarket grant programs. To support businesses during construction works on Dixon Street, the City distributed ‘support local’ posters for shopfronts.

Active transport

Encouraging active transport remains a priority. A highlight this year was completion of the new Oxford and Liverpool Street 2-way separated cycleway, which opened in July 2025 and recorded its one millionth bike trip on 2 July 2026. The route connects Taylor Square with the Bourke, College and Castlereagh Street cycleways, creating a safer and more connected cycling network.

In December 2025, we also completed several other cycling projects, including the King to College Street connection alongside Hyde Park, the Wellington Street cycleway between George Street and Waterloo Metro Station, and the George Julius Avenue cycleway in Zetland.

Major events and city life

Sydney's New Year's Eve celebrations once again brought the city together, with more people able to enjoy the festivities thanks to expanded viewing areas and the addition of western-side launch sites. Fireworks and pyrotechnics lit up the skyline from multiple locations across the CBD, including the Sydney Opera House, Harbour Bridge and city rooftops.

The celebration provided an opportunity for the city to honour the victims of the Bondi Junction tragedy. Before the 9 pm family fireworks, the Harbour Bridge pylons displayed a dove and the word "Peace". A minute's silence was also held at 11 pm, with the pylons illuminated in a symbolic display featuring a menorah.



Clover Moore AO

Lord Mayor

We continued to support community aspirations for the Aboriginal Cultural and Knowledge Centre at 119 Redfern Street. Over 1,800 people participated in cultural events, workshops, exhibitions, yarning circles and youth and Elders programs throughout the year, supporting cultural connection and community wellbeing.

Food security continued to be a priority. Through advocacy, partnerships and grant funding, we supported organisations working to improve access to affordable and healthy food.

Food support grant recipients distributed more than 241,000 kilograms of food, including almost 192,000 meals, and more than $85,000 in food vouchers. Meals on Wheels delivered 52,459 meals, a 5.2 per cent increase on the previous year, while 25,875 sanitary items were distributed through community partners. The City also continued coordinating the Food Operations Working Group to strengthen collaboration and improve referral pathways across the sector.

We also continued to support international students. Events including Christmas in the City and the Lord Mayor's Welcome for International Students helped build social connections and access support services. The 2026 welcome event attracted 889 students from 94 countries. The program received state recognition, with the Lord Mayor's Welcome for International Students winning the Industry Excellence Award at the NSW International Education Awards 2025.

Finally, we continued supporting community safety and social cohesion initiatives. In November 2025, the City partnered with NSW Police and Counterpoint Community Services to host Cuppa with a Cop in Waterloo. The event brought together approximately 55 residents, police and local service providers in an informal and welcoming setting, strengthening relationships and community connections.

Message from the CEO

The pressures facing our community continued to grow this year. Cost of living pressures and housing affordability challenges that emerged during and after the pandemic have intensified, while the impacts of climate change are becoming increasingly evident. In response, we have continued to advocate for greater equity in housing and worked closely with the NSW Government on key initiatives, including the decision to return the Wentworth Park greyhound track to active recreation use while supporting housing growth.

Advocacy remains an important part of the City's work. Throughout the year, we made submissions to both the NSW and Australian Governments on a range of matters affecting our residents, workers and visitors. These included housing and planning reforms, disability inclusion, food security, climate adaptation, walkability, artificial intelligence and data centres, procurement guidelines, energy-from-waste proposals, shared e-micromobility reforms and a range of State Significant Development Applications.

At the same time, we continued to strengthen our governance, risk and compliance frameworks. Ongoing improvements to systems, reporting, education and governance processes have enhanced organisational oversight with a significant focus on embedding the City's Risk Appetite Statement into decision-making across the organisation.

We also progressed a range of initiatives to modernise our operations and improve services for the community. In May 2026, we introduced a new digital booking platform, making it easier for residents to book venues, community centre activities, classes, events, school holiday programs, library spaces and cultural activities. Residents can now manage bookings online through a self-service portal, make payments securely and book events directly through the What's On website. Digital parking permit renewals were also introduced in June 2026.

We also continued upgrading core technology infrastructure, enterprise platforms, cyber security and business systems, while completing major device and storage refresh programs.

Climate adaptation and sustainability remained key priorities throughout the year. Recognising that extreme heat is one of the greatest risks facing our community, particularly for people experiencing disadvantage, we advocated for stronger planning and policy responses through our submission to the Climate Change and Natural Hazards State Environmental Planning Policy. This work contributed to the development of new extreme weather guides covering storms, flooding and heat events, along with a social media campaign focused on practical actions people can take during hot weather.

We also continued supporting vulnerable community members during heatwaves through cooling hubs operated by St Vincent's Hospital Sydney in partnership with the City. These facilities provide fans, misting spray and drinking water for people experiencing homelessness and have been activated 11 times over the past 3 years, including during the significant heatwave in January 2026, when Western Sydney recorded its hottest day in six years

Community preparedness was further strengthened through initiatives such as the Waterloo Heatwave Preparedness event, attended by more than 100 residents, and a heat preparedness workshop in Glebe delivered in partnership with the Australian Red Cross.

Our commitment to achieving net zero emissions also continued to progress. We allocated more than $18 million in the long-term financial plan to replace gas equipment across City-owned properties, including cooking equipment, hot water systems and heating boilers. One quarter of the City's fleet is now electric, with 82 electric vehicles in operation.

Significant progress was made in sustainable water management. The City now manages more than 40 rainwater recycling systems across the local area, providing alternative water sources for toilet flushing, cleaning and other non-potable uses. Three new rainwater tanks were installed at Woolloomooloo Depot, while recycled water met 95% of irrigation demand in parks connected to recycled water systems. We also expanded the Green Square Water Reuse Scheme to service the Meriton development on the former Suttons site, supplying recycled water to approximately 855 residential dwellings and 6,500 square metres of public open space.

Across the city, we continued to invest in community infrastructure and public spaces. Upgrades were completed at several neighbourhood parks and reserves, including Vescey Reserve, Regent Street Reserve, Robyn Kemmis Reserve, Cooper Street Reserve, Edgley Street Reserve and Wulaba Park. Improvements included new seating, pathways, water bubblers, upgraded lighting, additional landscaping, tree planting and enhanced play spaces for children and families.

We also delivered accessibility improvements, including a new hearing augmentation system at Huntley Street Recreation Centre.

This work was complemented by industry recognition for several of our built environment projects. The restoration of Town Hall House received the Conservation Award at the National Trust (NSW) Heritage Awards, while Pyrmont Community Centre was awarded the Judges' Choice for Architecture.

Supporting children and families remained a key focus throughout the year. The City's education and care services supported 843 children through long day care, occasional care, preschool and outside school hours care programs. Across 10 services, more than 60,000 sessions of care were delivered, with almost one quarter provided free or at a discounted rate. Families also benefited from a diverse range of educational, cultural and recreational programs, excursions, workshops and community celebrations throughout the year.

The City continued to invest in culture, creativity and inclusion. Through our grants programs and support for City-owned cultural spaces, 139 creative and cultural organisations were supported, employing hundreds of artists and creative workers and delivering more than 1,200 events. Major festivals supported by the City, including Sydney Fringe, Sydney Festival, the Biennale of Sydney, Sydney Film Festival and Sydney Writers' Festival, collectively employed more than 1,800 artists and creative workers, contributing to Sydney's vibrant cultural life and creative economy.



Monica Barone PSM

Chief Executive Officer

Image 1. Hilda Booler Kindergarden, Glebe. Adam Hollingworth/City of Sydney

About Sydney

The City of Sydney is the local government authority with responsibility for the area shown on the map. We share some areas of authority with other agencies at different levels. The state government has an explicit strategic interest. State agencies also have key planning and development responsibilities.

Within these boundaries, waterways and some public areas are under the executive control of different state and federal government agencies. These include:

- Commonwealth Department of Defence
- Property and Development NSW
- NSW Department of Climate Change, Energy, the Environment and Water
- Homes NSW
- Infrastructure NSW
- NSW Department of Planning, Housing and Infrastructure
- Placemaking NSW
- Port Authority of NSW
- The Centennial Park and Moore Park Trust
- The Royal Botanic Gardens and Domain Trust
- Transport for NSW

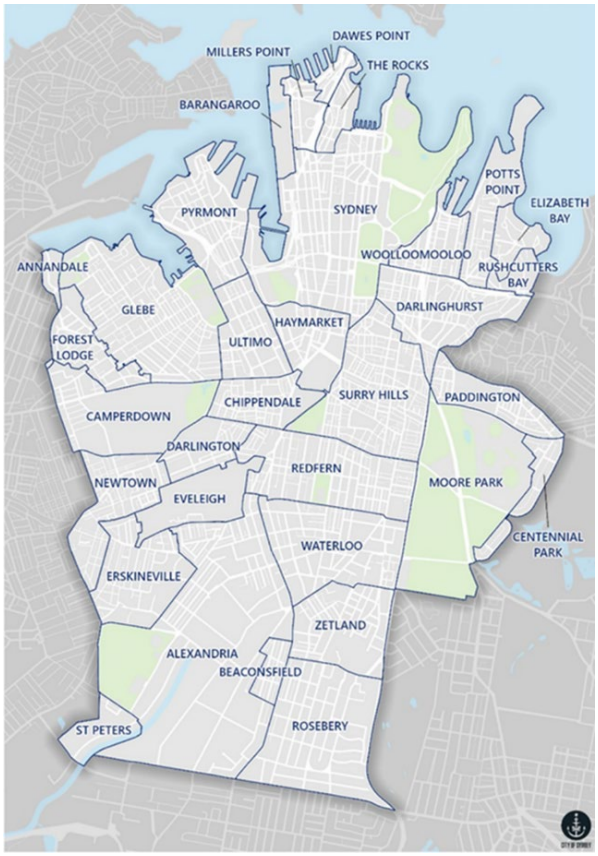


Figure 1. Map of the Sydney local government area showing the 33 area suburbs

Defining Sydney

The City of Sydney (or the City) is the organisation, responsible for the administration of the local government area.

The Council is the elected Councillors of the City of Sydney. The most recent election was held on 14 September 2024 and the current term will run until September 2028.

The city is the geographical area administered by the City of Sydney and its physical elements. It is made up of 33 suburbs wholly or partly within our local government area boundary.

The city centre is the Sydney central business district and includes major civic functions, government offices, and cultural and entertainment assets. It runs between Circular Quay and Central station, the Domain / Hyde Park and Darling Harbour.

Greater Sydney, or metropolitan Sydney, extends from Wyong and Gosford in the north to the Royal National Park in the south and follows the coastline in between. Towards the west, the region includes the Blue Mountains, Wollondilly and Hawkesbury. Greater Sydney covers 12,368 square kilometres.



Image 2. Outdoor dining, Crown Street, Sydney. Abril Felman/City of Sydney

About the City of Sydney

The City of Sydney – roles and responsibilities

The City of Sydney is a local government organisation governed by the requirements of the *NSW Local Government Act 1993* and Regulation, the *City of Sydney Act 1988* and other relevant legislative provisions.

Councils exist to:

– provide a representative, informed and responsible decision-making body

– develop the local community and its resources in a socially just and environmentally responsible way

– ensure local public services and facilities respond effectively to community needs.

Council policy, strategic directions and major corporate decisions are determined by the elected Council, chaired by the Lord Mayor. Day to day operations are largely delegated to the Chief Executive Officer or managed in conjunction with the Lord Mayor, as provided for in council resolutions and delegations, and in line with relevant legislation.

The Local Government Act includes principles for local government which identify the matters councils need to consider when carrying out their responsibilities. While following these guiding principles, in reality councils have a range of roles – as an advocate, capacity builder, communicator, facilitator, funder, leader, networker, planner, provider, role model, thought leader and regulator.

Councils have a responsibility to formulate and pursue their community's vision and ideas, provide civic leadership, provide key services and express local ideas and concerns about important issues to other levels of government.

There are services that all councils must provide, and some that councils can choose to make available. Many services are also provided by different state and federal agencies, such as public transport, hospitals and education. There are new policy approaches that influence or direct the City of Sydney's responses, and legislation that affects the provision of current services.

Functional responsibilities

– Provide for local services and manage facilities that benefit ratepayers, residents and visitors.

– Protect the environment and improve local amenity.

– Represent and promote the interests of ratepayers and residents.

– Attract and provide infrastructure for commerce, tourism and industry.

– Establish and support organisations and programs focussed on the local community.

– Protect health and provide for the welfare, wellbeing and interests of the local community.

– Provide for development in the local area.

– Manage, improve and develop resources available to Council.

The City of Sydney's roles extend beyond providing services to advocating for an equitable allocation of resources from the state and federal governments.

The chart below shows the City of Sydney's organisational structure and senior executive. The executive directors lead the provision of key services and delivery of programs and projects to achieve the community's vision.



Figure 2. City of Sydney organisational chart

Corporate performance is monitored through quarterly financial reports, and 6-monthly operational and whole of council term performance reports to council and the community.

Our awards

Over the year the City of Sydney has been recognised for numerous awards. A list of those awards follows:

Our projects and programs:

City of Sydney blister pack recycling system – winner of Local Government Partner of the Year – Pharmacycle (The Pharmies 2025 award)

Wimbo Park, Surry Hills – winner of the Parks and Open Space category – National (AILA) Landscape Architecture Award.

Lord Mayor's Welcome for International Students – winner of Industry Excellence category – NSW International Education Awards 2025

The Woman of the Water (visual centrepiece for the 2026 Sydney New Year's Eve celebrations) – gold winner of graphic design – generative AI – 2026 Better Future Australian Design Awards

Sydney Your Say: Transforming digital community engagement:

– gold winner of expanded service or application – 2026 Better Future Australian Design Awards and

– silver winner of Digital – Government – 2026 Better Future Australian Design Awards

Town Hall House Remediation – winner of Built Conservation – National Trust (NSW)

Pyrmont Community Centre – City of Sydney and Welsh + Major:

– winner – Judges Choice – National Trust (NSW)

– winner of Architecture category – National Trust (NSW) and

– shortlisted in the civic and community category – 2025 World Architecture Festival Awards

City of Sydney – winner of Creative Bureaucracy Award – Creative Bureaucracy Festival

Green Square Public School and Community Spaces with BVN:

– shortlisted in the Built Outcomes category – 2026 Australian Urban Design Awards

– shortlisted in the Public Design category – 2026 Australian Interior Design Awards and

– finalist in the Development of the Year category – The Urban Developer Awards for Industry Excellence

George Street Transformation – commended for Award for Social Impact – ArchitectureAu Award

Community Technology Initiative – finalist in the Customer Value category – CIO50 Awards Australia 2025

City of Sydney – Community digital transformation delivering an integrated ecosystem – finalist in the Local government Technology Project category – 2026 iTnews Benchmark Awards

Chinatown Ceremonial Gates, Haymarket – highly commended in the Interiors and Objects category – National Trust (NSW)

JOY, Darlinghurst – finalist in the Interiors and Objects category – National Trust (NSW)

Our people

Digital Innovation team – finalist in the Innovation in Emerging Tech category – CIO50 Awards Australia 2025

Veronica Lee, Executive Director of City Services – awarded Public Service Medal – The Governor-General of Australia – King's Birthday Honours

Dr Tom Gao, City of Sydney:

– Ranked 9 from Top 50 Best Chief Information Officers in Australia by CIO50 Awards Australia 2025 and

– finalist in the Local Government Technology Leader of the year category – 2026 iTnews Benchmark Awards



Image 3. Raingardens, Baptist Street, Surry Hills. Katherine Griffiths/City of Sydney

The integrated planning and reporting framework

Integrated Planning and Reporting (IP&R) allows councils to bring plans and strategies together in a way that supports a clear vision for the future and provides an agreed roadmap for delivering community priorities and aspirations. While councils lead the IP&R process, it is a journey that they undertake in close consultation with communities, elected representatives, other levels of government and the private sector.

IP&R gives the City of Sydney a framework for identifying the priorities of its many communities and creating a holistic planning approach to achieve those goals in a sustainable way, given the resources available.

Introduced by the state government in 2009, the integrated planning and reporting framework is one of the principles of the Local Government Act and applies to all councils in NSW.

Using this framework, the City of Sydney has prepared numerous plans that detail how we intend to deliver on the communities' priorities identified through consultation and engagement, which is articulated in Sustainable Sydney 2030–2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030–2050.



Image 4. Rainbow crossing, Darlinghurst. Katherine Griffiths/City of Sydney

The framework provides the mechanism for implementing Sustainable Sydney 2030–2050 Continuing the Vision, and the Community Strategic Plan Delivering Sustainable Sydney 2030–2050 is the highest-level plan within this framework. It was adopted in June 2022 after extensive community consultation and updated in 2025.

The diagram below illustrates our IP&R framework suite of documents and how they are interrelated. It is adapted from the NSW Office of Local Government Guidelines, available from **olg.nsw.gov.au**

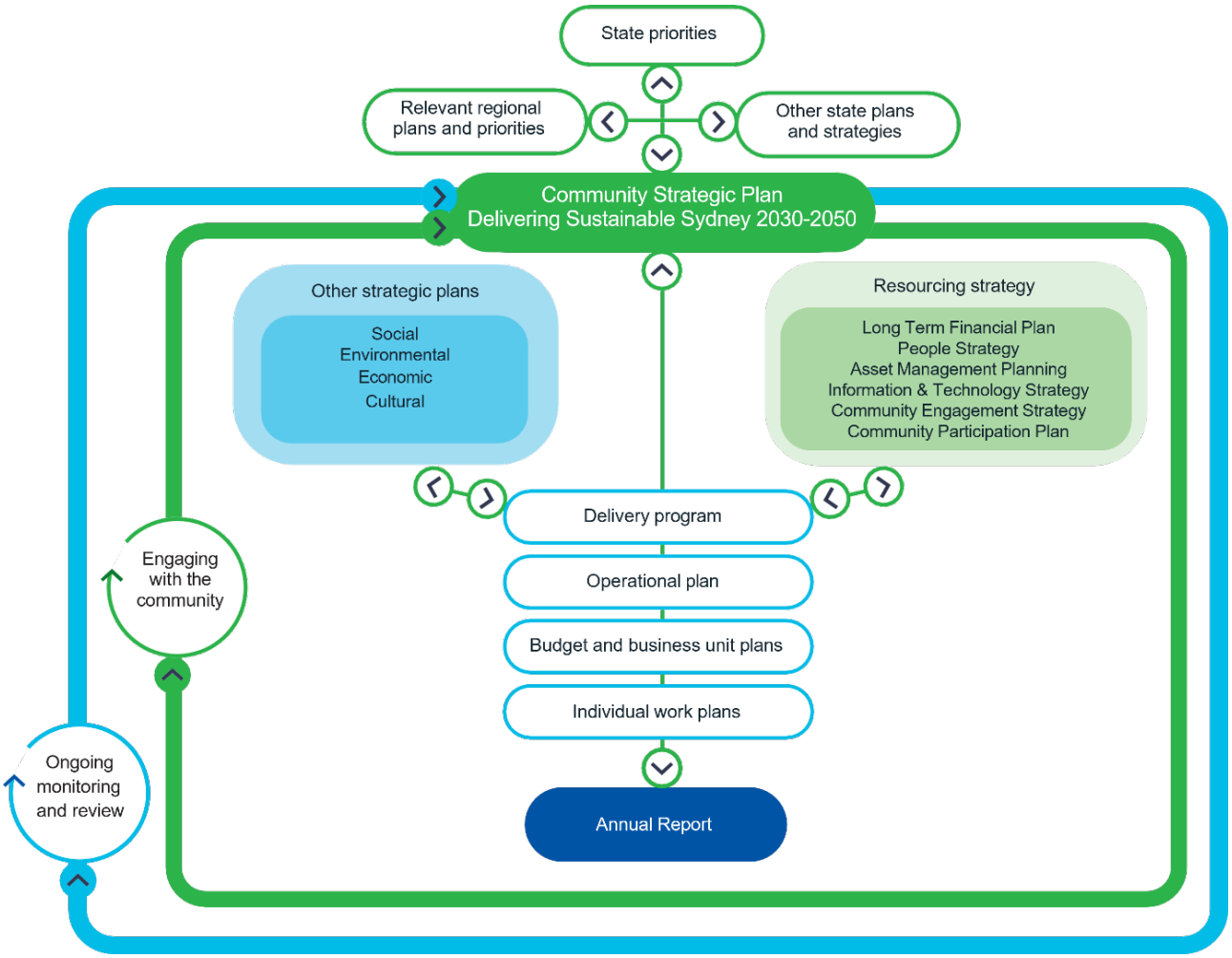


Figure 3. Integrated planning and reporting framework diagram adapted from Office of Local Government (OLG)

How the documents relate

The suite of integrated planning documents represents the City of Sydney's response to the statutory framework for planning and reporting.

The community strategic plan Delivering Sustainable Sydney 2030–2050 is the highest level plan in this framework and is developed with, and on behalf of, the communities we serve. It identifies the community's main priorities and aspirations and guides all our other strategies and plans which help us to achieve these.

It takes a long-term view, identifying issues and opportunities to be addressed in the city over the next 3 decades. We update this plan every 4 years, in line with government requirements, and to adapt to changing circumstances and community aspirations. The community strategic plan is structured around 10 strategic directions.

The delivery program acts as the link between the long-term community strategic plan and the annual operational plan.

Our delivery program 2025–2029 identifies the activities that support the community strategic plan outcomes. The delivery program structure reflects the community strategic plan with activities aligned with the 10 strategic directions.

The delivery program also identifies priority projects and programs with progress indicators and targets that contribute to the outcomes under each strategic direction in the community strategic plan. The delivery program is updated every 4 years.

Our operational plan is an annual plan with more details of individual activities. It sets out the specific projects, programs and activities to be delivered in the year ahead and is aligned with our delivery program. It also includes the City's revenue policy for rates and annual charges, the fees and charges schedule, and other relevant budgetary information.

Our annual report consists of 3 components – financial statements, statutory returns and our delivery program progress report (this document) which are all at **cityofsydney.nsw.gov.au**

Resourcing the plan

To support the community's objectives expressed in the community strategic plan a long-term resourcing strategy is required as part of the IP&R framework.

The resourcing strategy ensures the City of Sydney has adequate resources to achieve the planned outcomes for which it is responsible, while maintaining the long-term sustainability of the organisation.

The resourcing strategy spans a period of 10 years and has 5 components:

1. Long term financial plan

The long term financial plan is a 10-year plan that identifies current and future financial capacity to act on the aspirations of the community strategic plan, including providing high quality services, facilities and infrastructure to the community.

2. People (workforce) strategy

The people strategy identifies the City of Sydney's current and future workforce needs. The plan ensures the City of Sydney workforce has the capacity and capability to create the outcomes in the community strategic plan.

3. Asset management planning

The key objective of asset management planning is to provide the required level of service for the community in accordance with the community strategic plan, and in the most cost-effective manner. Together, the Asset Management Policy, Asset Management Strategy and Community Asset Management Plan ensure appropriate standards for maintenance and renewal of key assets, detailing status and resource requirements.

4. Information and technology strategy

This strategy sets the information and technology direction and priorities that are aligned with the community strategic plan, community needs and government information and data policies. It guides information and technology related decision making, priorities and investment.

5. Community engagement strategy and community participation plan

The community engagement strategy sets out a framework for how we consult diverse communities and collaborate, involve and empower communities to take part in shaping the future of our city.

The community participation plan includes information on strategic planning, development assessments and how to engage with Council on land use planning matters.

The resourcing strategy should be read in conjunction with the delivery program and the operational plan to identify the resourcing needs for our activities.



Figure 4. City of Sydney 2026 resourcing strategy and integrated documents

Monitoring and review

The City's key plans are prepared and updated periodically in line with the IP&R framework and OLG Guidelines and are subject to a review following the election of each new Council. The review process includes extensive engagement and input from all business units at the City and feedback from the community from submissions and other engagement activities, as well as consideration of planning priorities of other levels of government and agencies.

The IP&R framework includes a reporting process to communicate how we are progressing towards our community strategic plan Delivering Sustainable Sydney 2030–2050 to the Council and the community. We do this through half-yearly, annual and four-yearly performance reports and quarterly and yearly financial reports to council.

Additionally, the community strategic plan contains 10 targets to measure progress.

2030–2050 Targets

Progress against our targets

Our community strategic plan Delivering Sustainable Sydney 2030–2050 outlines 10 targets to measure progress. The plan was updated in 2025 and some targets were updated to align with recently adopted City strategies.

Data for reporting against the targets is sourced from a range of external and City data sources including the City of Sydney Floor Space and Employment Survey, the ABS Census and the City of Sydney Community Wellbeing Survey.

1. **By 2035 we will achieve net zero emissions** in the City of Sydney local area.
2. **By 2050 there will be a minimum overall green cover of 40%**, including 27% tree canopy cover in our local area.
3. **By 2030 residential potable water use will be reduced to 204 litres a person a day** in the City of Sydney local area. Non-residential potable water use will be reduced by 10% from 2018/19 levels.
4. **By 2035 there will be a 15% reduction in waste generated** by each person in the local area based on 2023 levels. And by 2035 there will be **90% recycling** and recovery of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.
5. **By 2036 there will be approximately 700,000 jobs** in the City of Sydney local area including 200,000 new jobs compared to 2017. An increased proportion of all jobs will be secure jobs.
6. **By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings** in the local area that include boarding houses and student accommodation. Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable rental and diverse housing with these proportions maintained into the future.
7. **By 2036 new cultural production floor space** in the City of Sydney local area will have increased **at least 40,000m²** from 1,212,900m² in 2017.
8. **By 2050 people will use public transport, walk or cycle to travel to and from work.** This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area.
9. **By 2030 every resident** in the local area **will be around a 10-minute walk** to what they need for daily life.
10. **By 2050 community cohesion and social interaction will have increased** in the local area. This is based on at least 75% of the local resident population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours.

A snapshot of our progress against our 10 targets is below.

	Sustainable Sydney Target	Progress
	*By 2035 we will achieve net zero emissions in the City of Sydney local area*	As at June 2025, annual greenhouse gas emissions were 3,047,995 tonnes C02-e, a decrease of 48% per cent across the local government area, based on 2006 levels.
	*By 2050 there will be a minimum overall green cover of 40%, including 27% tree canopy cover in our local area.*	Total canopy cover of the local government area has increased from 15.5% per cent in 2008 to 21.7% in 2026. In our area 33.6% was green cover.
	*By 2030 residential potable water use will be reduced to 204 litres a person a day in the City of Sydney local area.* *Non-residential potable water use will be reduced by 10% from 2018/19 levels.*	In 2024/25, each person in the City of Sydney local area used 191 litres of water each day. Non-residential potable water use has decreased 16% from the 2019 baseline.
	*By 2035 there will be a 15% reduction in waste generated by each person based on 2023 levels.* *And by 2035 there will be 90% recycling of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.*	In 2025/26 there was a 13% reduction in the amount of residential waste collected per capita from the 2023 baseline. 48% of residential waste from our local area was diverted from landfill in 2025/26. Results for diversion of waste from landfill for commercial and industrial businesses and construction and demolition projects in our local area are derived from NSW EPA data for the whole state and a study completed in 2021. We estimate 55% of commercial and industrial waste is being diverted from landfill (data from 2025 study of local area). 78% of construction and demolition waste in our local area was diverted from landfill in 2022/23 (NSW EPA data for the state).
	*By 2036 there will be approximately 700,000 jobs in the City of Sydney local area including 200,000 new jobs compared to 2017. An increased proportion of all jobs will be secure jobs.*	There were 519,839 jobs in the local area at last count in 2022. Despite the significant economic impact of the pandemic, the city of Sydney saw an increase of 18,000 jobs between 2017 and 2022. Growth was strongest in the finance and financial services sector which accounted for 125,000 jobs in the City of Sydney. The next release of data will be available when the City of Sydney Floorspace and Employment Survey is completed in 2027/28.

Sustainable Sydney Target	Progress
By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings that include boarding houses and student accommodation. *Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable rental and diverse housing with these proportions maintained into the future.*	As at June 2026, in the City of Sydney local area there were: – 126,427 private dwellings representing 81% of the private dwelling target for 2036. This is a net increase of 707 between June 2025 and June 2026 – 17,555 non-private dwellings (boarding house rooms, student accommodation rooms, residential care services), or 100% of the non-private dwelling target for 2036 – an estimated 8,835 social housing dwellings, representing 7 per cent of private dwellings – 1,665 affordable and diverse housing dwellings consisting of 1,442 affordable housing dwellings and 223 diverse housing dwellings. This represents 1.3% of private dwellings – 2,309 affordable and diverse housing dwellings in the development pipeline and – 577 affordable and diverse housing dwellings were in the pre-application stage. The City's LGA wide affordable housing levy came into effect in July 2021. The City's levy scheme is projected to deliver an additional 1,950 affordable dwellings. If considered all together, the built, pipeline, expected and projected number of affordable and diverse housing dwellings is expected to exceed 6,501 by 2036. This equates to roughly 54 percent of the 12,000 affordable dwellings target for 2036, or about 4.2 percent of the private dwellings target for 2036.
By 2036 new cultural production floor space in the City of Sydney local area will have increased to at least 40,000 m² from1,212,900m² in 2017.	Between 2017 and 2022, the city's creative floor space decreased by 63,992m² from 1,212,900 m² to 1,148,908 m². The next release of data will be available when the City of Sydney Floorspace and Employment Survey is completed in 2027/28.

	Sustainable Sydney Target	Progress
	*By 2050 people will use public transport, walk or cycle to travel to and from work. This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area.*	At the time of the 2021 Census, the proportion of workers who used public transport, walked or cycled to come to work in our area was 51.4%. (70.4% in 2011, 74.0% in 2016). The 2021 Census was conducted during a lockdown where many people worked from home and the result of 51.4% using public transport / cycling / walking is not an accurate representation of the longer term trends of public and active transport use. However, state government data shows trips on public transport in the Sydney CBD increased from a monthly average of 12 million in 2020/21 to 21 million in 2025/26.
	*By 2030 every resident will be around a 10-minute walk to what they need for daily life.*	As at June 2022 the following proportions of residents lived within a 10-minute walk (800 metres) of the following services: - fresh food – 99.95% - child care – 99.38% - health – 100% - leisure – 99.97% - social – 99.94% - learning – 99.3% - cultural – 97.5%, and - public open space – 100%. The next release of data will be available when the City of Sydney Floorspace and Employment Survey is completed in 2027/28.

Sustainable Sydney Target	Progress
By 2050 community cohesion and social interaction will have increased in the local area. This is based on at least 75% of the local resident population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours.	The 2023 wellbeing indicators showed that: – 72% of those surveyed believed that most people can be trusted. That was unchanged from 2018, up from the baseline of 67% in 2011 but slightly lower than the 2015 result of 75%. – 46% of those surveyed felt satisfied with feeling part of the community. This is slightly higher than the 2018 result of 44%, but a little lower than the 49% baseline in 2011. – 53% of those surveyed say they can 'definitely' or 'sometimes' get help from their neighbours when needed, which is higher than the 2018 results of 50%, but lower than the 2011 baseline of 55%. This is in contrast to 72% of those surveyed saying they are definitely willing to help their neighbours. The next release of data will be available when the City of Sydney Wellbeing Survey is undertaken in 2027/28.



Image 5. Darlinghurst Sydney Streets event, Darlinghurst. Phoebe Pratt/City of Sydney



Image 6. Hilda Booler Kindergarden, Glebe. Adam Hollingworth/City of Sydney





Delivery Program 2025–2029

Progress Report

June 2026

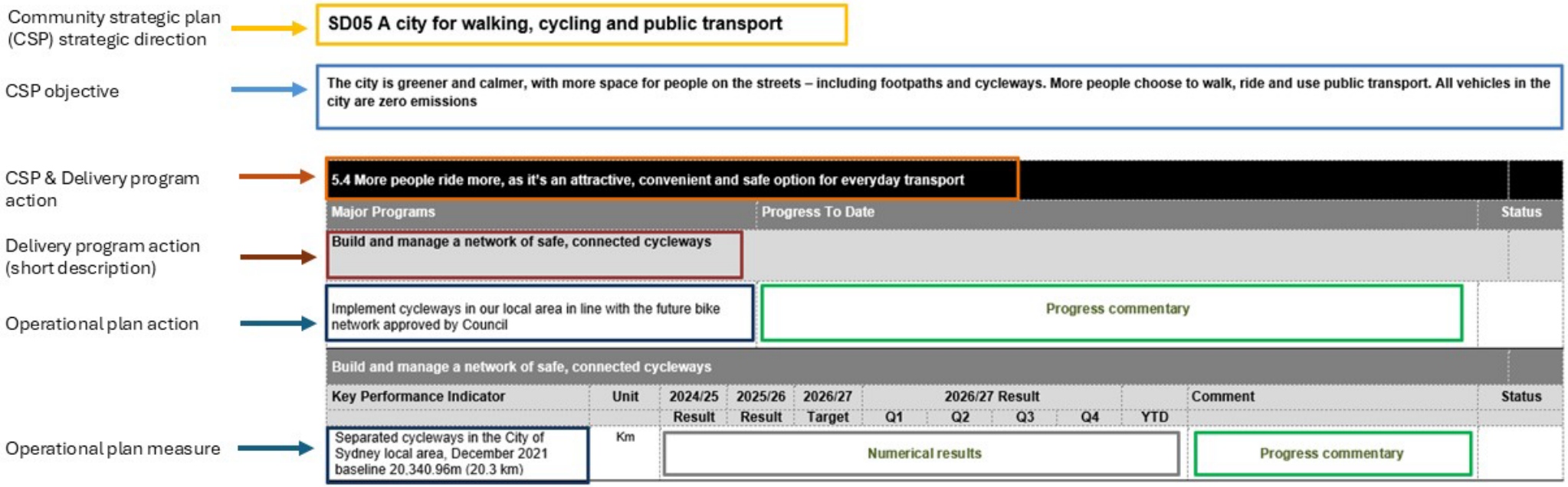
The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area.

CITY OF SYDNEY

Delivery Program Progress Report

An assessment of the City's performance for the year 2025/26 on the objectives and targets in its delivery program and the effectiveness of the principal activities follows. Instructions on how to read this report is below.

How to read this report



City of Sydney – Delivery program 2025-2029 – Progress report 2025/26

Table of Contents

SD01 Responsible governance and stewardship 4

1.1 The City of Sydney and other civic leaders provide effective governance and leadership 4

1.2 The City of Sydney has the capacity, capability, information, data and systems to serve the community into the future 6

1.3 The City of Sydney is financially sustainable over the long-term 8

1.4 The City of Sydney is an active contributor to the governance of metropolitan Sydney 9

1.5 The transformation of the city is enabled by successful partnerships and collaboration 10

SD02 A leading environmental performer 12

2.1 The city reaches net zero emissions by 2035 with embodied carbon significantly reduced 12

2.2 Greening has increased to create a cool, calm, and resilient city 14

2.3 Water is managed to support a resilient, sustainable, and liveable city 16

2.4 A circular economy approach is embedded in products, services and systems 17

2.5 Our community has the capacity to understand risk, take action and collaborate for sustainable outcomes 20

SD03 Public places for all 22

3.1 Aboriginal people's history and cultures, and truth-telling of this place, are evident in the public realm 22

3.2 Welcoming, inclusive and connected streets and public spaces are created, upgraded and maintained 22

3.3 Creativity and culture is embedded in the fabric of the city 24

3.4 Physical and visual connections to the harbour are strengthened 24

3.5 Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing 24

SD04 Design excellence and sustainable development 27

4.1 The city's liveability is enhanced through well planned and designed development and public spaces 27

4.2 Productivity is supported by planning for jobs, innovation and enterprise activities 28

4.3 Communities are supported by the provision of infrastructure and assets that are aligned with growth 29

4.4 Good design leads to buildings that are high performing, well designed, inviting and inclusive 29

4.5 Well planned and designed development reduces environmental impacts and improves resilience, health and sustainability 30

SD05 A city for walking, cycling and public transport 31

5.1 Street space is reallocated for people, places and planting 31

5.2 Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area 32

5.3 More people walk more, as walking is the most attractive and convenient choice for short trips in the local area 32

5.4 More people ride more, as it's an attractive, convenient and safe option for everyday transport 34

5.5 Freight, servicing and kerbside space is managed to support the efficient functioning of the city while improving the amenity of city spaces ... 36

SD06 An equitable and inclusive city ... 37

6.1 Strengthen partnerships and relationships that enable shared decision making with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations ... 37

6.2 Everyone feels welcome and included in the city ... 37

6.3 Everyone has equitable access to participate in our economic growth and share in our prosperity ... 39

6.4 Everyone is engaged and actively participates in the governance of their city ... 40

6.5 Everyone has the skills, tools and access to technology to engage and participate in a digital life ... 41

6.6 There is equitable access to education and learning opportunities, everyone can participate in a creative practice ... 41

6.7 A sustainable food system that provides access to safe and nutritious food ... 43

SD07 Resilient and diverse communities ... 44

7.1 Communities are connected and socially cohesive ... 44

7.2 Everyone has equitable and affordable access to community and cultural facilities and programs, supporting social connection and wellbeing ... 45

7.3 Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses ... 46

7.4 The city economy is diversified to strengthen its resilience ... 47

7.5 People feel safe in the city ... 47

7.6 Communities are empowered to lead the change they want to see in the city ... 49

SD08 A thriving cultural life ... 50

8.1 Aboriginal and Torres Strait Islander peoples and their cultural practices are valued and supported ... 50

8.2 We value our cultural life and champion our creative industries ... 50

8.3 An increasing number of creative workers live or work in the city ... 52

8.4 Sydney's cultural life reflects the diversity of our communities ... 53

8.5 There is an increased supply of accessible creative space ... 53

SD09 A transformed and innovative economy ... 55

9.1 An expanding innovation economy supports Sydney's future prosperity ... 55

9.2 The transition to a net zero economy offers new economic opportunities ... 56

9.3 An inclusive city economy provides opportunities for everyone to participate and share in its prosperity ... 57

9.4 Creativity and great experiences fuel the vitality of the city ... 58

9.5 Unique local neighbourhoods and the global city centre support thriving economic activity ... 60

SD10 Housing for all 61

10.1 People sleeping rough or at risk of homelessness have access to adequate accommodation, services and support to meet their needs 61

10.2 The supply of well maintained, safe, secure and sustainable social housing is increased to support our communities 62

10.3 An increased supply of affordable rental and diverse housing supports our communities and the economy 63

10.4 Our city has a mix of housing accommodating diverse and growing communities 64

10.5 There is an increased supply of culturally appropriate and self-determined housing for Aboriginal and Torres Strait Islander peoples 65

Glossary

Appendix 1: Status definitions for progress reports

This report was previously published at the 17 August 2026 Committee meeting. The City has taken all reasonable care to provide information which is accurate at the time of publication. This may later be revised where data are adjusted or newer information is made available. Where we revise data, this will be noted in the commentary.

SD01 Responsible governance and stewardship

Our city's leaders continue to evolve to provide good governance and leadership for us

1.1 The City of Sydney and other civic leaders provide effective governance and leadership

Major Programs	Progress To Date	Status
Optimise governance, risk and audit frameworks		
Implement systems and practices to embed a strong risk management and corporate compliance culture at the City	Throughout the year, the City continued to strengthen its risk and compliance framework through ongoing enhancements to systems, reporting, education and governance processes. Significant progress was made in embedding the Risk Appetite Statement into decision-making. The identification, monitoring and reporting of critical compliance obligations remained a key focus. As the compliance framework matured, reporting and escalation processes continued to strengthen, improving the City's ability to identify and manage compliance risks. Regular education, briefing sessions and targeted guidance were provided to reinforce risk management and compliance responsibilities and to promote a consistent culture of accountability. Insights, trends and learnings from the City's risk and compliance registers continued to be reported quarterly to the Audit, Risk and Compliance Committee, supporting effective governance and continuous improvement.	**On Track**
Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan	The City continued implementation of its Safety Management System through targeted initiatives focused on psychosocial risk management and strengthening injury management practices. Business Units progressed their priority psychosocial safety initiatives informed by risk assessments, while the rollout of the Injury Management Checklist and ongoing claims review processes supported more consistent manager engagement, proactive intervention and improved return-to-work outcomes. Together, these initiatives contribute to improved health, safety and wellbeing outcomes for the City's workforce.	**On Track**
Deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City	All staff completed Code of Conduct refresher training to support our values and the Code while building on our positive culture of integrity at the City. The Public Interest Disclosure Policy was reviewed and updated and Public Interest Disclosure 3 year refresher training completed by all managers. Two Independent Commission Against Corruption (ICAC) led in-house training sessions on Corruption Prevention in Grant Making were run for employees. New starters received training on the Fraud and Corruption Control Plan and the Public Interest Disclosure Policy in Code of Conduct training. Corruption prevention training on common forms of corruption and the role of managers in preventing corruption was presented to all senior managers. Quarterly reviews of the conflicts of interest register were completed. Staff communications included guidance for managers on appropriate management of public interest disclosures, a public interest disclosure awareness week update from the CEO to all staff on why speaking up matters, an International Fraud Awareness Week article Preventing Fraud is a Team Effort, several updates on the Register of Delegations from the CEO to Executive Directors and staff, manager messages on the proper management of conflicts of interest disclosures, and a privacy update on the responsible use of AI.	**On Track**
Implement a risk based and comprehensive annual internal audit plan	For FY 2025/26 the operational audit plan is underway with progress regularly reported to Council's Audit Risk and Compliance Committee (ARCC). An annual risk-based update to the plan for 2026/27 is currently being reviewed prior to approval by the ARCC.	**On Track**
Deliver completed annual financial statements without qualification by the Audit Office of NSW	The 2024/25 Annual Financial Statements were completed with an unmodified (unqualified) audit opinion and presented to Council at the October 2025 meeting. Subsequent to Council endorsement, the statements were submitted to the Office of Local Government by the 31 October deadline and exhibited to the public. At the November 2025 Council meeting, the statements were formally adopted as part of the Annual Report for the 2024/25 financial year.	**On Track**

	Preparation work for the 2025/26 Annual Financial Statements is underway including audit planning and interim audit work in line with the year-end timetable.	
Ensure Council electoral processes are well managed and meet legislative requirements	The City now has the same responsibilities to its non-residents as every other local government authority in NSW and has fully transitioned to meet its current obligations. Processes have been documented and management roles are in place to ensure the City meets all legislative requirements. All obligations for the last local government elections in 2024 were successfully met. No action was required in 2025/26.	**On Track**
Foster leadership capabilities		
Ensure Councillors have access to relevant information, development and assistance to enable them to fulfil their obligations to lead, govern and serve the community	Councillors receive regular (weekly) information updates and workshop sessions on relevant issues. The City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs. Information on training programs offered by the Office of Local Government, LGNSW and other providers is provided to all Councillors as applicable. Elected Member Professional Development Plans which capture professional development initiatives applicable to individual Councillors for the current term of Council are also being developed. Councillors can also access the provisions of the Councillors' Expenses and Facilities Policy which financially supports the ongoing professional development of Councillors.	**On Track**
Provide high quality internal legal advice and representation		
Provide legal services and support to the organisation, optimising outcomes for the City	Ongoing support being provided across the organisation on significant transactions, capital projects, procurements and litigation.	**On Track**

Optimise governance, risk and audit frameworks

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Public interest disclosures received	No	2	4	-	0	3	3	2	8		Indicator Only
Data breaches reported to the Mandatory Notification of a Data Breach Scheme	No	0	1	-	-	-	-	0	0	New measure. No data breaches were reported in the 2023/24 or 2025/26 financial years. One data breach was reported in FY 2024/25.	Indicator Only
Lost time injuries	No	43	69	-	25	10	14	16	65		Indicator Only

Foster leadership capabilities

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Complaints upheld regarding breaches of the code of conduct by City Councillors	No.	0	0	-	-	-	-	0	0		Indicator Only
Complaints upheld regarding fraud or corruption by City staff	No.	1	0	-	1	0	0	0	1		Indicator Only

1.2 The City of Sydney has the capacity, capability, information, data and systems to serve the community into the future		
Major Programs	**Progress To Date**	**Status**
Implement continuous improvement programs		
Identify and implement business and service improvements to optimise the efficiency and effectiveness of key services	Work continued to improve the efficiency and effectiveness of internal corporate services. This will streamline processes, free up staff time and improve employee satisfaction. A transformation project of the procurement and contract management function is being implemented that will optimise efficiency and effectiveness.	**On Track**
Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity assessment recommendations	The City's Asset Management Strategy and Policy, in addition to the Community Asset Management Plan, were adopted by Council as part of the Integrated Planning documents for 2026/27. Asset management plans for buildings, streets and structures, stormwater, parks and greening, fleet and public art are all underway and at varying stages of development or iteration. Implementation of the asset management maturity improvement plan is underway.	**On Track**
Improve information and data management with a focus on privacy, security, ethics, quality, and sharing	This year 5 new or improved Smart Productivity Solutions were delivered for a range of business services and activities. Smart Productivity Solutions contribute to the City's Digital Transformation by providing high quality data at point of capture, information and data security, and improved efficiency by eliminating manual processes. Several information protection training and awareness programs were developed and delivered including Information Protection and TRIM Access Controls, and an Introduction to Information Protection for City Planning, Development and Transport. Information protection components of 8 Cloud Due Diligence Assessments were completed. A total of 18 Retention and Disposal Plans (RDP) were completed. An RDP for OneDrive was implemented and has resulted in almost 17TB of data deleted. A physical records re-boxing initiative was completed for 1,811 boxes facilitating the ability to carry out timely disposal of records.	**On Track**
Develop responsive digital services		
Develop responsive digital services that are easy for our community to access and use	Following the launch of 84 smart digital forms in April 2024, we are now in the development phase for the next release of forms on City Connect. The City's electronic booking system (EBEMs) was implemented in May 2026. Digital parking permit renewals were implemented in June 2026. Some of the services currently in development include busking applications, tree applications, traffic, parking and bus stop applications, community centre activity registrations and community bus booking applications.	**On Track**
Develop and maintain the City's IT systems and infrastructure to support service delivery and business continuity	Digital and information services maintained stable and secure technology services during the period, with no major service disruptions or IT security incidents. The team continued to modernise the City's technology environment through upgrades to core infrastructure, cyber security, enterprise platforms and business systems, while completing key device and storage refresh programs. Major initiatives delivered included the UKG/Kronos upgrade, Partner Portals, Legal Matters system and the new Enterprise Booking and Event Management platform, strengthening service reliability, business continuity and cyber resilience across the organisation.	**On Track**
Provide access to City of Sydney information and data		
Provide and promote public access to City information and data to meet the spirit and requirements of the Government Information (Public Access) Act	This year the City has provided and promoted public access by: - publishing 22,853 planning application documents, including 7,055 submissions relating to 622 planning applications, through the online Find a DA service; - completing 3,053 requests for information, section 41 access applications and subpoenas. A primary channel for proactive disclosure is the City's website, which in the year had 2,586,558 users, 8,764,373 page views and 385,562 file downloads.	**On Track**

Proactively publish to the City's Data Hub and Archives & History Resource Catalogue to inform, educate and improve services to the community, including Aboriginal and Torres Strait Islander communities	4 new data products (open data sets, interactive maps) have been published on the City's Data Hub. The Data Hub now contains 160 data products. - 9,759 new items were proactively published to the Archives & History Resources catalogue, including the migration of 281 oral histories from the City's website. The catalogue now contains 1,083,749 items. Enhancements included transcriptions of volumes of Minutes of Council and 25,000 index entries for the Surveyors Field Books. Digitisation projects included the Finance Committee Reports, 1857-1898 and the Town Clerks Correspondence Files, 1900-1913. 29 collections and place records were added, including a number of water features. The City Archives has continued to work toward targets for improvements in the management of records of Aboriginal and Torres Strait Islander records in the City Archives.	**On Track**
Provide business and spatial intelligence		
Deliver business and spatial intelligence for better planning, operations, and decision making	19 Internal dashboards and 24 spatial and business intelligence apps were deployed this year to support a range of business services and activities.	**On Track**
Strengthen workforce capability, diversity and inclusion		
Implement the City's People Strategy to strengthen the workforce's capacity to deliver the outcomes in the community strategic plan	The City continues to implement its People Strategy, building on programs that enhance workforce capability, streamline ways of working, and strengthen manager insights through improved reporting tools. The People Strategy has been refreshed and a detailed implementation plan developed and execution underway.	**On Track**
Implement actions in the City's EEO, Diversity and Inclusion Action Plan	The City continues to implement initiatives that promote Equal Employment Opportunity, diversity and inclusion. Our anti-racism framework and supporting resources were refined through stakeholder consultation, with feedback informing improvements to governance, accountability and implementation planning. A First Nations representative also presented the Eora Journey program and Stretch Reconciliation Action Plan at the New Starter Forum in March 2026. In addition, the gender affirmation support program progressed through planning and development, with consultation and implementation scheduled for the second half of 2026. Inclusion and accessibility also remain key considerations in developing the City's leadership and management programs.	**On Track**

Develop responsive digital services

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Communication received from the community via digital channels	%	65.73	73.28	-	73.2	73.6	74.8	74.3	73.98		Indicator Only
Average time to answer phone calls from the community	Secs	-	78.25	<90	67	92	108	94	90.25		**Attention Required**
Community service requests received	No.	197,882	163,423	-	50,293	53,016	52,926	47,496	203,731	Data reported for Q1 and Q2 for the financial year 2025/26 has been revised	Indicator Only
Community service requests from all channels actioned within agreed service standards	%	87.23	92.42	85	89	86	86	88	87.25	Data reported for Q1 and Q2 for the financial year 2025/26 has been revised	**On Track**

Provide access to City of Sydney information and data											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
GIPAA formal access applications received	No.	46	83	-	14	15	21	20	70		Indicator Only
GIPAA informal access applications received	No.	2,895	2,904	-	787	664	748	782	2,981		Indicator Only

Strengthen workforce capability, diversity and inclusion											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Approved full time equivalent establishment positions	No	2,002.25	2,092.15	-	2,090.55	2,090.55	2,087.26	2,094.22	2,094.22		Indicator Only
Vacancy rate	%	6.49	5.39	-	4.52	6.5	4.73	5.29	5.26		Indicator Only

1.3 The City of Sydney is financially sustainable over the long-term

Major Programs	Progress To Date	Status
Maintain financial sustainability		
Undertake detailed costing reviews of core services, business cases and opportunities to ensure value for money outcomes, and appropriate equitable fees and charges	We continually review service costs, business cases and improvement opportunities to ensure value for money.	**On Track**
Develop, monitor and report against the City's long term financial plan to ensure and demonstrate council's financial sustainability, and intergenerational equity	Quarterly budget review statements were provided to Council throughout 2025/26 that confirmed the organisation remains in a sound financial position. The 2025/26 year-end performance is to be reported in August 2026 and the audited financial statements will be presented in October 2026. The 2026/27 Long Term Financial Plan was adopted by Council in June 2026, with monitoring against the updated projections commencing with Quarter 1 reporting in November.	**On Track**
Integrated planning and reporting		
Deliver and enhance the Integrated Planning and Reporting and business planning framework to improve integrated long-term planning and sustainability	The City's 2026/27 operational plan and 2026 resourcing strategy were adopted by Council on 29 June 2026 after public exhibition. The City's 2024/25 annual report was completed in line with legislative requirements and endorsed at the November 2025 Council meeting. Work has commenced on the annual report for 2025/26.	**On Track**
Advocate for equitable contributions from ratepayers		
Collaborate with the NSW Government to achieve positive rating legislative reforms	The City continues to collaborate with other councils, the NSW Government, and IPART by providing comment and feedback in relation to rates and annual charges reviews, rate peg methodology, local government revenue streams, community improvement districts, emergency service levies, and developing regulations and guidance to support rating reforms, as and when required.	**On Track**

Optimise investment property returns		
Manage the City of Sydney's investment property portfolio to optimise revenue opportunities	The City has continued to strengthen the performance of its investment portfolio through proactive leasing, active asset management and targeted tenant engagement. A number of successful leasing outcomes have been achieved across the portfolio, contributing to improved occupancy, increased revenue and a stronger tenant mix in key assets. While market conditions remain competitive, with tenants continuing to seek quality and fully fitted premises and leasing incentives remaining an important consideration for commercial tenants, the portfolio has demonstrated improved performance through disciplined commercial decision-making and strategic lease management. The City will continue to focus on enhancing asset performance, maximising sustainable revenue opportunities, sustainability and securing long-term tenancy outcomes that support the ongoing value of the investment portfolio.	**On Track**
Ensure best practice procurement		
Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability	City business units can now independently manage sourcing activities under $150,000 in value through streamlined, standardised pathways with embedded governance, probity, and value-for-money requirements. Redesigned processes reduce reliance on central procurement while strengthening compliance through clearer approvals, templates, and guidance, alongside enhanced evaluation criteria such as whole-of-life cost, risk, and supplier capability. Improvements include stronger governance controls, automated procurement and record management, integrated sustainability requirements, updated internal guidance documents, a new support model, internal training, enhanced terms and insurance guidance, and centralised management of the tendering system.	**On Track**

Maintain financial sustainability

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Operating performance ratio (excluding non-recurrent income and expense items). Benchmark > 0.00%	%	2.27	2.01	-	-	-	-	1.32	1.32	Data for 2025/26 was not available at the 17 August committee meeting. This data is now available and has been updated.	**On Track**
Own source revenue ratio. Benchmark >60%	%	84.47	85.62	-	-	-	-	83.84	83.84	Data for 2025/26 was not available at the 17 August committee meeting. This data is now available and has been updated.	**On Track**
Building and infrastructure asset renewal ratio (alternate to industry standard). Benchmark > 100%	%	103.97	116.38	-	-	-	-	135.97	135.97	Data for 2025/26 was not available at the 17 August committee meeting. This data is now available and has been updated.	**On Track**

1.4 The City of Sydney is an active contributor to the governance of metropolitan Sydney

Major Programs	Progress To Date	Status
Advocate for policy reform and integration		
Research, assess and make submissions on intergovernmental policy issues to the NSW Government and the Federal Government where appropriate	The City continues to make submissions to the NSW and federal government on matters impacting the city, our workers, visitors and residents. This year this included submissions for: the Draft NSW Heritage Strategy 2025, the NSW Net Zero Commission Consultation Paper, the Arts Tax Summit, Changes to Using E-Micromobility Devices on Public Transport, the Australian Energy Regulator (AER) - Ausgrid Community Power Network Trial, the Strata	**On Track**

	Schemes Legislation Amendment (Miscellaneous) Bill 2025, the Draft Community Improvement Districts Amendment Regulation 2025, National Food Security, Procurement Guidelines for NSW Local Government, Disability Discrimination Act 1992 Review, Select Committee on Proposed Energy from Waste Facilities, NSW Government - Draft Cool Places Guidelines V1, the Local Government Remuneration Tribunal - 2026 Annual Review, Federal Government Inquiry into Arts and Cultural Philanthropy, Establishing the Development Coordination Authority, the New Approach to Strategic Planning Discussion Paper, the Draft Sydney Plan, the Draft Statewide Policy for Industrial Lands. the NSW Inquiry into the State of Live Music, the Refresh of the Joint Organisations Framework, the Climate Change and Natural Hazards State Environmental Planning Policy (SEPP) Explanation of Intended Effect, the NSW Inquiry into Data Centres, the NSW Data Centre Consultation Paper, NSW Government's Shared E-Micromobility ('Share Bike') Reforms, the Road Safety Action Plan 2031, the National Cultural Policy, the NSW Energy Efficiency Rental Standards, the Proposed Statewide Community Participation Plan, the Waterloo Estate (South) Concept State Significant (SSD) Application, Artificial Intelligence and Data Centres, the Low Rise Housing Reforms and Targeted Assessment Discussion Paper , NSW Government Walkable NSW Discussion Paper and the NSW Human Rights Bill 2025. Submissions are also made to the NSW Department of Planning, Housing and Infrastructure on relevant State Significant Development Applications.	

1.5 The transformation of the city is enabled by successful partnerships and collaboration		
Major Programs	**Progress To Date**	**Status**
Continue to develop international, national, regional and local partnerships		
Strengthen domestic partnerships through collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community	In May 2026, Resilient Sydney Ambassadors representing 25 Greater Sydney councils and Committee for Sydney met. The focus was on region-wide coordination and accelerated delivery of a connected city of Greenways. The multi-sector Resilient Sydney Steering Committee met in November 2025 and March 2026. Submissions were made on the Climate Change and Natural Hazards SEPP, Sydney Plan, rental reforms and data centres. The Community Connections Tool-Kit and Electrification Resources Tool-Kit were released and Affordable Housing Contribution Scheme templates refreshed. Resilient Sydney and WSROC continued to coordinate the Greater Sydney Heat Taskforce, and key recommended actions from the Greater Sydney Heat Plan over FY26 delivering 4 Taskforce meetings, enabling cross -government, multisector collaboration to advance heat risk mitigation. Resilient Sydney is collaborating with NSW Premiers Department on social cohesion and participated in 2 Strong Cities Network Connected Councils co-design workshops. Resilient Sydney is on the steering committee for the development of the NSW Social Cohesion Framework and in engaged in developing the Social Cohesion Measurement and Indicators Tool. Resilient Sydney presented at and participated in a range of government and industry forums, including: the Committee for Sydney; Sydney as an Urban Renewable Energy Zone; the Ambassadors Cycle Tour – Inner West Greenway; A City of GreenWays workshop; the Ministerial Roundtable on the new NSW Net Zero Plan; City of Parramatta Council's Climate Change Risk Assessment; Greater Sydney Heat Taskforce meetings; Lifeline and NRMA Insurance's Understanding the Impacts of Extreme Weather on Mental Health in Australia event; Committee for Sydney's A Sporting Chance Sport Issues Report launch; Green Building Council of Australia Local Government Roundtable; Committee for Sydney's Boardroom Lunch with the CEO's of the Climate Change Authority and Sydney Water; Minimum Energy Efficiency Rental Standards Workshop; the Cumberland Caring for Country Working Group and the Mark Watts C40 Tour.	**On Track**
Utilise international partnerships to facilitate knowledge exchange and ensure the City and the community benefit from the best and most current knowledge and processes, including C40, World Cities Cultural Forum and Resilient Cities Network	During this year, the City hosted 24 international delegations from Thailand, South Korea, Japan, Taiwan, China, Vietnam and UK, with staff briefings to support knowledge exchange on topics such as net zero, wayfinding, urban planning and inclusion and diversity. The City has an ongoing leadership role in the World Cities Culture Forum, an international network focused on cultural policy and advocacy, research, and knowledge exchange. The Executive Manager of Creative City and the City Architect attended the World Cities Culture Summit in Amsterdam in October 2025.The City also contributed to	**On Track**

	the World Cities Culture Report, released in January 2026, providing data on Greater Sydney's cultural life and industries. Resilient Sydney has presented internationally on the Greater Sydney Heat Smart City Plan and is a participant in Resilient Cities Network's Climate, Health and Equity Community of Practice. They have worked with Resilient Cities Catalyst and WSROC to invest in heat risk reduction projects in western Sydney, as well as hosting officials from the German and Japanese Governments, and providing briefings on the Resilient Sydney Strategy (2025-2030) and enhancing social cohesion. Resilient Sydney also presented to C40 on the Resilient Sydney data platform. Resilient Sydney's Chief Resilience Officer and Steering Committee Chair joined an international cohort of Chief Resilience Officers and mayors in London at the Resilient Cities Forum Summit in December 2025 focused on shaping the next decade of urban resilience. They also met with Greater London Authority, UK Preparedness Commission and Deputy Mayors leading work on the World Cities Culture Forum and Net Zero.

SD02 A leading environmental performer

The city is part of a decarbonised world. Our communities live in a city that is regenerative and makes a positive contribution to the planet, to society and to individual lives. We're innovative leaders in climate change mitigation and adaptation

2.1 The city reaches net zero emissions by 2035 with embodied carbon significantly reduced		
Major Programs	**Progress To Date**	**Status**
Undertake initiatives to achieve net zero emissions for City assets and operations		
Transition the passenger and light commercial fleet to zero emissions by 2030 and by 2035 for the heavy vehicle fleet	The electric vehicle (EV) fleet is sitting at 25% of the total registered fleet. There are 82 EVs in operation.	**On Track**
Reduce energy use in public lighting through renewal with highly efficient LED lights managed by smart controls	The program for the replacement of the first generation of City owned LED lights with more efficient LED lights fitted with smart controls is currently underway and continues over the next 3 years generating further reductions in energy and costs, as well as improving response times for any light outages. To date, the City has completed approximately 3,469 LED replacements under this program, resulting in an additional approximately 37% reduction in energy consumption for those upgraded lights. Ausgrid had also completed the upgrade of public lighting in their network across the City of Sydney local area to LED technology. A total of 8,347 lights were upgraded in this program.	**On Track**
Implement electrification and energy efficiency improvements to reduce energy use in City buildings, including replacement of gas cooking equipment, gas domestic hot water systems and gas heating boilers	The net zero framework for City properties has been approved, with at least $18m dedicated in the long term financial plan to replace all gas equipment across the portfolio, including gas cooking equipment, gas domestic hot water and gas space heating boilers. Separate projects fall under this framework to deliver on the electrification target by 2030. The most significant electrification project completed in the past year is the electrification of pool heating and shower heating at Andrew Boy Charlton Pool. This year, 5 sites with gas powered cooking equipment have been transitioned to electric assets and 2 sites with gas domestic hot water have transitioned to electric. LED upgrades have been completed at 9 different sites to improve energy efficiency outcomes for the site.	**On Track**
Create, and then implement, a plan to reduce embodied carbon in our forward planned assets	Following completion of an embodied carbon measurement method in September, the City collated data from the 2025/26 road resurfacing and renewal program, to inform how we measure, track and reduce emissions, from our delivery of roads into the future. Some larger scale building projects have begun implementing the measurement method through design and construct contracts. The method has supported project managers to reduce embodied carbon by adjusting design elements. Final embodied carbon measurements for these projects will be determined following construction completion.	**On Track**
Undertake initiatives to drive net zero emissions for buildings in the City of Sydney local area		
Actively participate in industry groups committed to creating a market for low embodied carbon steel, concrete and aluminium	The City is a member of key groups working to reduce embodied carbon including the Materials and Embodied Carbon Leadership Alliance, the Australian Sustainable Built Environment Council, the Infrastructure Sustainability Council and the Green Building Council of Australia. We have proactively participated in numerous meetings across the year to keep up to date on industry trends and practises and towards informing our own internal process improvements.	**On Track**

Support transition to zero emissions transport		
Advocate to the Federal and NSW Governments on key transport emissions reduction (carbon emissions and local air quality) improvement opportunities	A submission on EV charging in apartment buildings was provided to NSW Fair Trading in September 2025, in response to their consultation request for the Strata Schemes Legislation Amendment (Miscellaneous) Bill 2025. Another submission was made to the Australian Energy Market Commission in June 2026 regarding Commonwealth grant funded EV charging infrastructure. The City's continues to track industry issues or impacts that may warrant a future submission.	**On Track**
Support more people walking, riding bicycles and catching zero emissions public transport	Significant uptake in use of share bikes has increased the number and diversity of people riding, and contributes to a City for cycling. We made two major submissions on the NSW Government's draft Regulation, reflecting the City's needs around NSW Government leadership of the system; them setting fleet numbers that reflect our capacity to have the devices stored primarily on our roadspace so there is minimal footpath clutter; a better funding deal for the City; and clear enforceability for poorly parked devices. For the NSW Government's Roads Act Review, it released a Consultation Summary report in late March. It outlines there will be changes to the Act to codify existing successful practice where it makes sense to do so, but there will be no consultation on the draft amendments. The report also foreshadowed that the preferred approach for more fundamental reform is a "plan-led approach", which was "Model 2" in the 2025 Options Paper. The City did not support a particular model. There are no firm details on the process, its timing or likely resource impacts on the City. We provided a detailed submission to the NSW Government's Walkable NSW Discussion Paper.	**On Track**
Advocate to the NSW Government for zero emissions buses	We included electrification of bus depots to enable fleet electrification as a key NSW Government priority in our submission and staff evidence to the NSW Parliament Inquiry into Electric Vehicle Charging Infrastructure. The Committee received final evidence in July 2025. There is no Inquiry report released to date, or Government response. The City continues to monitor the NSW Government's plan to have 1,200 electric buses operating in Sydney by 2028. There was no detailed information available to interpret the funding in the NSW Budget.	**On Track**
Advocate and work with key stakeholders to assist the transition to zero emission transport fleets	The NSW Parliament's Inquiry into infrastructure for electric vehicle charging still has not been reported. The City's advocacy remains focussed on the need for the NSW Government to accelerate the transition of key fleets, such as buses and taxis. A key element of this fleet transition needs to be facilitation of scalable rapid public charging, on private land. The NSW Government in late 2025 announced a grant funding round for faster charging. The City received no proposals for support from charging point operators. The NSW Government has not announced the outcomes of that grant process. The City in Q4 engaged with the lead Commonwealth environment agency on the need for charging to support fleet transition - the agency is developing a potential grant funding program for additional lower speed kerbside charging.	**On Track**

Undertake initiatives to achieve net zero emissions for City assets and operations

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Total greenhouse gas emissions for City of Sydney operations	Tonnes CO2	12,553.9	11,719.7	-	-	-	-	13,103.8	13,103.8	2025/26 data was not available at the time of the 17 August 2026 Committee meeting. This data is now available and has been updated. 2024/25 data has been revised.	Indicator Only

Undertake initiatives to drive net zero emissions for buildings in the City of Sydney local area

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
City of Sydney local area greenhouse gas emissions (includes emissions from electricity, gas, refrigerants, transport and waste). Net zero by 2035	Tonnes CO2	3,225,392	3,047,995	-	-	-	-	-	-	2024/25 data was not available at the time of the 17 August 2026 Committee meeting. This data is now available and has been updated. Data for 2025/26 is not yet available.	Indicator Only

Reduction in City of Sydney local area greenhouse gas emissions. Target 70% reduction from 2006 baseline of 5,815,521 tC02e by 2030.	%	44.54	47.59	-	-	-	-	-	-	2024/25 data was not available at the time of the 17 August 2026 Committee meeting. This data is now available and has been updated. Data for 2025/26 is not yet available.	Indicator Only
Environmental grants approved by the City of Sydney	$ '000	703.89	604.9	-	413.56	389.11	0	0	802.66	This year, 52 environmental grants were provided by the City. These projects were supported through the Green building, Festival and events, Innovation and ideas and Venue support grants programs.	Indicator Only

2.2 Greening has increased to create a cool, calm, and resilient city

Major Programs	Progress To Date	Status
Improve urban greening and canopy cover		
Deliver tree planting programs to maximise urban canopy, reduce urban heat and improve community health and wellbeing	The City planted 1,164 trees this year, consisting of 762 street trees and 402 park trees. The in-road planting projects have progressed, with construction completed in Rosebery Avenue and Tweedmouth Avenue Rosebery, Victoria Road Glebe, and 28 inroad blister sites across the local area. Consultation has been finalised for Cowper Wharf Road, Woolloomooloo with construction to commence in late July 2027.	**On Track**
Improve habitat potential and biodiversity		
Expand, improve and protect bush regeneration areas and habitat for native fauna in the City's parks and open spaces	The City is managing 16.48ha of land as bush restoration. Sites are maintained by specialists, with volunteer Bushcare/Landcare groups also involved in some areas. Bush restoration sites continue to be maintained to improve habitat value for native flora and fauna. Targeted hand weeding and spot spraying has been performed to control exotic grasses and annual weeds, resulting in continual improvements in the diversity and density of native flora species. Native birds, lizards and insects are frequently reported to be using the restoration sites. Community volunteers assist with annual planting activities as part of National Tree Day.	**On Track**
Support participation in community greening		
Support and promote the development of community gardens, footpath gardening, laneway greening, and sites maintained and managed by community groups	The City supports 19 community gardens and 4 Bushcare/Landcare groups operating within the area. Over 550 volunteers and community garden members are actively engaged. The City encourages and supports groups to become self-managed to a high standard and provides donation of materials and plants, including sourcing native plants from local First Nations nurseries.	**On Track**

Improve urban greening and canopy cover

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
New plants planted in City parks and street gardens	No.	78,579	79,707	50,000	33,616	37,515	10,651	27,895	109,677	Infill and new planting continues across City parks, streetscapes and bush restoration areas. Key sites for planting included: Hyde Park, Pirrama Park, Victoria Park, Sydney Park, Orphan School Creek, Prince Alfred Park, Mountain Street Reserve, Regent Street Reserve, Edgley Street Reserve, Federal Park, Southern Cross Drive, Rushcutters Bay Park and streetscapes in Rosebery, Glebe, Erskineville, Surry Hills, Redfern and Darlinghurst.	**On Track**
New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	10,888	12,054	9,000	2,671	3,560	1,459	2,859	10,549	Significant projects have included Rosebery Avenue and Crew Place, Rosebery Avenue crossing, Rosebery, in-road tree planting at Anne Street Surry Hills, Oswald Lane Darlinghurst, Stirling Street Redfern, Ada Street Erskineville and Victoria Road Glebe. Charles and Albert Street Erskineville. Planting of the Rosebery Quiet Way. This work cools and greens the City while contributing toward the delivery of the City's greening target of 40% by 2050.	**On Track**

Improve habitat potential and biodiversity

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Area managed by the City of Sydney as native bush restoration	ha	15.2	15.68	13.5	-	-	-	16.48	16.48	Areas managed as native bush restoration have increased by 0.8ha with the addition of 5 bush restoration areas in Rosebery including Bannerman Crescent, Kimberley Grove, Southern Cross Drive and Crete Reserve and Shea Creek shared pathway at Alexandria. The bushland target will be reviewed as part of the Urban Ecology Strategic Action Plan update.	Indicator Only

2.3 Water is managed to support a resilient, sustainable, and liveable city

Major Programs	Progress To Date	Status
Minimise potable water usage in the City's operation		
Operate, maintain and enhance alternative water sources in our parks and ensure efficient irrigation, using non-potable water sources where possible	Final data for potable water use from Sydney Water for the financial year is still being validated. Validated data will be available when the 2026 Green Report is published. Parks water recycling systems supplied 50.1ML of non-potable water for the 2025/26 financial year through to May 2026, to supplement potable water use. For those parks with water recycling systems available, recycled water supplied 95% of irrigation water demand in those parks. Ongoing actions to reduce potable water use for irrigation in parks includes extending the trial of smart irrigation technology to irrigate based on soil sensors and weather data, renewal planning for irrigation controllers, and upgrades/enhancement of water harvesting systems.	**On Track**
Minimise potable water use in the City's operation through efficiency initiatives including water audits and utilising the leak detection framework	Design has been completed for 3 main water reuse initiatives at Alexandra Canal Depot, Kings Cross Carpark, and Prince Alfred Park Pool. A review of environmental factors has commenced. Water efficient fixtures and timers were installed on taps and showers at Ian Thorpe Aquatic Centre in June 2026. The Water Data Analytics and Integration Project is in progress. This project will deliver advanced data dashboards to enhance monitoring, reporting, and decision-making for water performance across our assets. A review of the operation of cooling towers has been completed. Preliminary adjustments have already achieved an estimated annual saving of 2–4 million litres of potable water. We have requested Sydney Water to change our Wastewater factor, which will reduce wastewater charges to the City. The City continues to manage and operate more than 40 rainwater recycling systems across the Sydney local area, providing sustainable alternative water sources for toilet flushing, cleaning, and other non-potable uses. Three additional rainwater tanks were installed at Woolloomooloo Depot.	**On Track**
Collaborate to support a water sensitive city		
Implement extension of Green Square recycled water reticulation network	The City has extended the Green Square Water Reuse Scheme recycled water network beyond the Green Square Town Centre to service the Meriton development on the former Suttons site. This extension will provide recycled water for non-potable uses to approximately 855 residential dwellings and 6,500 m² of public open space, supporting the City's commitment to sustainable water management and reducing reliance on potable water.	**On Track**
Improve stormwater quality		
Implement and renew pollution control devices and other stormwater systems to reduce stormwater pollution discharged to waterways	The City has a multi-year program of installing and maintaining stormwater quality improvement devices to meet its targets of reducing stormwater pollution in our waterways. One major gross pollutant trap (GPT) was installed in 2025/26 while other GPTs are at various stages of investigation, design and approval. A comprehensive audit of the City's GPTs was undertaken to inform a long-term GPT renewal program. GPTs and raingardens continue to be maintained.	**On Track**

Minimise potable water usage in the City's operation

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Potable water use from the City of Sydney's operations. Target reduction from 2006 baseline of 431,000 kL	kL	364,883	374,981	-	-	-	-	438,400	438,400	2025/26 data was not available at the 17 August 2026 Committee meeting. This data is now available and has been updated	Indicator Only

City of Sydney local area residential potable water use per person per day. Target of 204 litres by 2030	Ltr	194.2	190.72	-	-	-	-	-	-	2024/25 and FY25/26 data was not available at the 17 August 2026 Committee meeting. 2024/25 data is now available and has been updated. 2025/26 data is not yet available	Indicator Only
Reduction in City of Sydney local government area non-residential potable water use. Target 10% reduction from 2018/19 baseline of 2.32 litres/sqm/day by 2030	%	19.88	16.43	-	-	-	-	-	-	2024/25 and 25/26 data was not available at the 17 August 2026 Committee meeting. 2024/25 data is now available and has been updated. 2025/26 data is not yet available. 2023/24 data has been revised	Indicator Only

2.4 A circular economy approach is embedded in products, services and systems

Major Programs	Progress To Date	Status
Reduce waste from City operations		
Investigate and implement systems and innovations that increase reuse, recycling and recovery outcomes in our properties, events and operations	The City installed a bottle crushing machine at Sydney Town Hall in November 2025. Since then, 2,115 kg of crushed glass has been collected. The crushed glass is recycled back into new bottles and jars and is an example of how the City supports circular economy initiatives. It also assists in meeting our source separation target of 50% source separated recycling from our managed properties by 2030 and in meeting our 90% diversion from landfill by 2030 target. Since November there has been a 28% decrease in the weight of the commingled bins and an 18% drop in costs at Sydney Town Hall, compared with the previous 6 months. Moving forward the number of commingled bins will be re-evaluated to ensure the service is operating at maximum efficiency.	**On Track**
Engage with contracted service providers and other relevant stakeholders to improve data quality and reporting of strip out, properties waste and construction and demolition waste from City assets	The strip out of a vacant property has achieved 87% diversion from landfill. There were 14.12 tonnes of items removed and 12.28 tonnes was rehomed or recycled.	**On Track**
Apply sustainable procurement practices		
Develop sustainable procurement approaches to be incorporated into our procurement planning and processes in relation to targeted categories	Social and sustainable procurement considerations have been included throughout the processes for low-value purchases. A review of social and sustainable procurement processes for high-value procurements will be reviewed in the future.	**On Track**
Explore ways to establish a strong circular economy		
Collaborate with government and industry to reduce waste and promote circular solutions through our sustainability partnerships	The City of Sydney is regularly engaging with state government agencies, industry, academia and not for profit organisations to support and advocate for a transition to a more circular economy. Recently the City has joined a program being facilitated by the Southern Sydney Regional Organisation of Councils to investigate and pilot how incentives may encourage the availability and participation of repair in the community. As part of this project and delivering on actions from the City's Waste Reduction and Circular Materials Strategy, the City hosted 2 repair hubs in June 2026.	**On Track**
Advocate for funding and regulation for circular economy policies		
Provide timely responses to relevant public consultations, participate in state and federal led engagement opportunities, and support regional groups in progressing agreed advocacy positions that promote and embed circular economy outcomes in our area	Over the financial year the City has prepared and supported engagement and advocacy around the NSW Waste Infrastructure Plan, NSW Plastics Plan 2.0, the introduction of the new FOGO mandate and energy from waste public inquiry. More broadly the City have also provided data, research and support to regional and national advocacy for improved product stewardship of materials such as textiles, packaging, batteries and electronics.	**On Track**

Promote and support actions to reduce waste sent to landfill by residents		
Engage with and encourage the community to avoid, reduce and reuse waste	We delivered 345 waste avoidance activities, engaging with 5837 residents and visitors. Topics included how to recycle unwearable textiles, small electronics, blister packs and e-bike batteries safely, have a sustainable christmas, avoid food waste, reuse clothes and use our recycling search tool and Doorstep Recycling Service. Activities included 112 educational pop-ups and four community presentations delivered across 45 community locations including The University of Sydney, Sydney City Farm, Cliff Noble, Ron Williams and St Helen's Community Centres, the Lord Mayor Social Housing Forum at Erskineville Town Hall, the Northcott Pet Day, bike tune up events, Christmas in Pyrmont and Neighbour Day at Joynton Avenue Creative Centre and education concierge at Ultimo Recycling Pop-up. We engaged 498 students on recycling, solved 214 inquiries through the Ask a Waste Avoidance Expert service and provided the Recycle Helper Service to 14 apartment buildings. We piloted two repair events and delivered four clothing swaps. We designed 3 new community pop-up stalls, installed livery on 11 trucks, developed 26 communication campaigns, 4 new City of Sydney News articles, 30 artwork items developed, 23 e-newsletters and published 74 x organic social media posts that received 28,000 engagements. We surveyed real estate agents, created our new household guide and launched a new 'Find my bin collection day' tool that has been used 14,000 times. Staff completed 515 waste planning requests, conducted 1,139 bin inspections and managed 5,732 red lid bin requests to improve residential waste management.	**On Track**
Undertake planning for a food organics recycling service across the local area for residents	The food scraps recycling collection service was delivered to over 24,800 households this year (additional 589 houses and 31 buildings) and work continues on the rollout of the service to all residential properties. Through the service 3,140 tonnes of food scraps were recycled this year. In June 2026, Council resolved that City staff would provide the collection service. The City was trialling processing its food scraps with Goterra using insect farming technology in Alexandria. Goterra processed over 720 tonnes generating 24 tonnes of insect protein for animal feed and 150 tonnes of frass for fertiliser. Our food scraps are now processed at Veolia's EarthPower facility and turned into energy and fertiliser. Following testing of smaller 25-litre food scrap bins at 300 houses with positive results, this size is now the standard size for houses as they are lighter, easier to use and cost less compared to the 60L bin. The fifth waste audit of food scraps and rubbish bins was completed showing that the amount of food scraps recycled decreased slightly and contamination increased from 5.5% (2024) to 9%. From June, 6 food scraps bins are being trialled in community centres and parks. The bins use digital locks and residents use an app to unlock the bins. The pilot will test whether public food scraps bins are an option for residents.	**On Track**
Increase recycling and reuse opportunities for materials not accepted in kerbside recycling through innovative drop-off events and services for residents	Four Recycle It Saturday events were held, attracting a combined total of 3,747 people that dropped off 79.3 tonnes of materials for recycling and 406 items of furniture for reuse. Two Household Chemical Clean Out events were held this year attracting a combined total of 1,363 people, an increase of 105% in attendance from last year due to one extra event. 38.25 tonnes was collected, an average of 28 kg per vehicle. The Ultimo recycling pop-up received 6,269 drop offs and recycled 36.8 tonnes of materials. 1,263 residents used the pop-up for the first time. The most popular items dropped-off for recycling were electronics, unwearable textiles, batteries, small metals, and food scraps. Our 20 recycling stations across 18 community locations collected 4,112kgs of materials (1,767kgs batteries, 116kgs mobile phones, 288kgs light bulbs, 1,189kgs of small electronics, 456kgs of vapes, and 296kgs of blister packs) for recycling. The City collected 49.4 tonnes of tricky items from 3,291 pickups directly from residents' homes through the doorstep recycling service this year. Tricky items accepted include unwearable textiles, blister packs, gas bottles, paint, N2O canisters, fire extinguishers, smoke alarms and furniture for reuse. There are 2 reverse vending machines in our local area that collect beverage containers through the Return and Earn scheme. Our machine in Kings Cross car park collected 1,696,668 containers (118 tonnes) and the Sydney Park machine collected 3,242,406 containers (160 tonnes).	**On Track**

Provide flexible cleansing and resource recovery services		
Provide an efficient and effective domestic waste service that meets the needs of the community	Bin collection services continued to operate reliably and consistently, with a further reduction in reported missed services. Clean-up performance further improved. This year there was a 3.5% increase in jobs completed on time compared to FY2024/25. Council approved the future insourcing of clean-up services in June 2026, with detailed transition planning now underway to support improved service reliability and responsiveness.	**On Track**
Investigate options and solutions for tracking changes and growth in the use of our street litter bins and areas with recurring waste challenges	Following the adoption of the Waste Reduction and Circular Materials Strategy 2026-2035 investigations have commenced to better understand the types of waste we collect in our street litter bins, and using this data, we will consider the opportunities available to reduce and recycle more materials. In some areas where there are recurring waste challenges in the public domain we are working with key stakeholders to identify the sources, type and amount of waste generated and evaluating what options might be possible for improving the local amenity.	**On Track**

Reduce waste from City operations

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Total waste collected from City of Sydney managed properties including aquatic centres	Tonnes	945.58	998.44	-	265.44	274.34	250.02	242.71	1,032.51	Waste collected from City owned and managed properties increased 3.4% on the previous financial year.	Indicator Only
Source separated recycling of waste from City of Sydney managed properties including aquatic centres. Target 60% by 2030	%	49	56	-	52	50	50	49	49	The target year for this measure has been changed to 2035 with the adoption of the Waste Reduction and Circular Materials Strategy 2025-2035. FY25/26 data has been revised.	Indicator Only
Resource recovery of waste from the City's parks, streets and public places. Target 60% by 2030 and 70% by 2035	%	51	54	-	-	-	-	58	58	FY25/26 data has been revised.	**On Track**

Promote and support actions to reduce waste sent to landfill by residents

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
City of Sydney local area total residential waste collected	Tonnes	63,871.1	65,533.46	-	16,142.08	17,007.14	16,465.75	16,089.59	65,706.60	The amount of total waste generated by residents for 2025/26 is slightly higher than last year. FY25/26 data has been revised.	Indicator Only
City of Sydney local area total residential waste collected per capita	Kg/Capita	276.7	281.13	-	-	-	-	261.88	261.88	The estimated resident population for June 2025 has become available. The 2025/26 per capita measure has been calculated using June 2025 as the base.	Indicator Only
Reduction in City of Sydney local area total residential waste collected per capita. Target 10% reduction from 2023 baseline of 300.44 kg/capita by 2030 and 15% reduction by 2035	%	18	17	-	-	-	-	13	13	The baseline for our target changed in FY25/26 to 2023 with the adoption of our Waste reduction and circular materials strategy 2026-2035. The reduction measure for previous financial years are calculated from our previous 2013 baseline. FY25/26 data has been revised.	Indicator Only

Source separated recycling of City of Sydney local area residential waste. Target 35% by 2030 and 40% by 2035	%	32.53	30.8	-	29.89	30.65	32.14	31.28	30.99	The amount of source separated residential recycling has reduced slightly since last year. Note YTD is calculated from the average of 4 quarters.	Indicator Only
City of Sydney local area residential waste diversion rate. Target 80% by 2030 and 90% by 2035	%	50.41	51.62	-	49.35	50.63	52.64	47.05	49.92	The residential waste diversion rate is slightly lower than the previous year mainly due to lower facility diversion rates for the residual stream. Note YTD is the average of 4 quarters.	Indicator Only

Provide flexible cleansing and resource recovery services

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Garbage bins collected on time	%	99.7	99.85	-	99.84	99.81	99.85	99.87	99.84		Indicator Only
Recycling bins collected on time	%	99.82	99.86	-	99.89	99.83	99.89	99.91	99.88		Indicator Only
Garden organic bins collected on time	%	98.46	99.03	-	99.32	98.41	99.16	99.28	99.04		Indicator Only
Bulky waste collected on time	%	77	78.5	-	78	83	86	81	82		Indicator Only

2.5 Our community has the capacity to understand risk, take action and collaborate for sustainable outcomes

Major Programs	Progress To Date	Status
Improve climate risk awareness		
Create a framework that can be used to assess City services and assets for climate risk	Following release of the NSW Government's climate modelling data (2026) and the Australian Government's National Climate Risk Assessment, work has commenced to translate this information into a local context and establish a risk assessment framework for our assets and services. The project to be undertaken in 3 stages, with stages 1 and 2 undertaken in FY25/26. A full climate hazards assessment of the City of Sydney LGA is underway. Climate Risk assessment tools and resources have been developed to assist asset owners and designers to embed climate risk assessments and adaptations of existing and new assets. As part of stage 3 (FY27), an education program will be developed to build climate risk awareness in our staff and community.	**On Track**
Embed consideration of climate change impacts on priority community groups into projects and programs	Work originated from feedback during the development of the Resilience Strategy and commenced with a review of the previous year's project outcomes and experiences of heat and climate change, on priority communities. Resources have been designed for priority groups to access and understand, including consideration of non-digital resources. Focus has been on impacts from heat as it is the biggest risk to community. The outcomes of this process led to the development of a new extreme weather guides for storms, flooding and heat events and a 'how to deal with the heat' social media campaign for hot days focusing on what individuals can do. A new 'Cool Kit' has been developed with the homelessness and social housing teams informed by their lived-experience and consultation groups. 1,000 trial Cool kits will be available for the coming summer and will be evaluated for the homelessness community via the cooling hubs in conjunction with the University of Sydney. Lessons learned outcomes were further applied to the new climate hazards assessment of the LGA to develop climate risk assessment tools for our own assets and use in 2027.	**On Track**

Deliver programs to improve environmental performance		
Implement projects, programs and advocate to improve environmental performance in the commercial office sector	The City of Sydney improves environmental performance in the commercial office sector through the Better Buildings Partnership and CitySwitch programs. The Better Buildings Partnership has achieved a 97% reduction in emissions intensity, a 56% reduction in energy intensity and 55% reduction in water use intensity since 2025/26. Renewable electricity accounted for 96% of partner's base building electricity consumption. The Partnership is delivering a CBD Emergency Planning Toolkit and a guide for Flexible Energy Demand for Commercial Buildings. CitySwitch annual results show 73% of members have set scope 1 and 2 emissions targets and 58% are incorporating some scope 3 emissions into their target setting. Renewable sources accounted for 50% of electricity consumed, 93% of members have resource recovery programs, and 68% are quantifying supply chain emissions. Three national campaigns were delivered, focused on green leasing, climate resilience and circularity in offices.	**On Track**
Implement projects, programs and advocate to improve environmental performance in the accommodation and entertainment sector	The Sustainable Destination Partnership continued to drive environmental improvements across Sydney's visitor economy. Against the financial year 2018 baseline, the Partnership has achieved a 42% reduction in emissions, a 15% reduction in water use and is diverting 62% of waste from landfill. This year Sydney recorded its second-highest score in the Global Destination Sustainability Index, achieving 78.56 out of 100 and ranking 25th among more than 100 global destinations. The 2026 submission was recently completed in collaboration with Business Events Sydney and Destination New South Wales.	**On Track**
Implement projects, programs and advocate to improve environmental performance and resilience in the residential strata sector	Since 2016, the Smart Green Apartments program has guided owners corporations to implement $4.4 million in building upgrades, unlocking opportunities to reduce running costs by $11.6 million and avoid 66,932 tonnes of carbon emissions. This year 5 apartment buildings received energy ratings and action plans, as well as feasibility studies for solar, EV charging and switching from gas to electric hot water systems. Through the Green Building Grants, the City of Sydney has supported apartment communities to plan and deliver $2.9 million in building upgrades since 2016. These projects are expected to save $8.1 million in running costs over their lifespans and avoid 44,746 tonnes of carbon emissions. The City made a submission to the NSW Government consultation on Energy Efficiency Rental Standards, advocating for mandatory minimum standards to improve the energy efficiency, thermal performance and climate resilience of rental properties across NSW highlighting the benefits of reduced energy costs and better protection from extreme temperatures.	**On Track**

SD03 Public places for all

The city has more places for people who live, work, invest and visit here. The history of the city and connections to Aboriginal and Torres Strait Islander peoples is evident in our public spaces. The city centre is an inviting and lively place, clean and safe, day and night, and with creativity and public art at its heart. Our local main streets are thriving hubs with their own distinctive character

3.1 Aboriginal people's history and cultures, and truth-telling of this place, are evident in the public realm

Major Programs	Progress To Date	Status
Aboriginal and Torres Strait Islander people are influential in shaping the city		
Develop a framework / strategy, in consultation with relevant stakeholders, to assist in planning the city to address and implement Connecting with Country principles	Development of a framework / strategy is underway, to assist in planning the city and the delivery of capital projects to address and implement Connecting with Country principles.	**On Track**
Recognise and reflect Aboriginal and Torres Strait Islander cultures and history through naming places using Gadigal words		
In consultation with the local Aboriginal community, work with the Geographical Names Board to officially adopt new names using local Aboriginal language and dual names that officially recognise traditional Aboriginal names	Three naming projects using Aboriginal language words, Ngana Gili Plaza, Wiriyagan Place and Daranggara Park, were approved and gazetted by the NSW Geographical Names Board following consultation with the community.	**On Track**
Foster mutual understanding and healing through truth-telling		
Review of statues and monuments	The draft research report on Monuments and Statues in the City of Sydney has been reviewed by the Aboriginal and Torres Strait Islander Advisory Panel at 2 workshops held in early 2026. The Panel's views are being incorporated into a final version of this report prior to broader consultation on the topic. Further work is being done on the consultation plan to ensure that Aboriginal community members are not unduly harmed through the public consultation phase.	**On Track**
Review symbols and emblems in Sydney Town Hall	The City of Sydney has engaged First Nations experts to work on the review of the symbols and emblems of Sydney Town Hall. A draft research report is being finalised for discussion with the Aboriginal and Torres Strait Islander Advisory Panel. The Panel's views will be sought and incorporated into a final version of this report.	**On Track**

3.2 Welcoming, inclusive and connected streets and public spaces are created, upgraded and maintained

Major Programs	Progress To Date	Status
Increase the number of welcoming, accessible and equitable public spaces		
Continue to deliver public domain capital works projects that ensure event infrastructure is delivered	Progress continued in development and delivery of public domain capital works projects currently funded in the City's Long Term Financial Plan. Public domain projects currently in design: - Link and Epsom Road intersection - Victoria Street improvements - Sydney Square renewal - Town Hall Square (major new civic space) - Northern Enterprise precinct concept design - Waterloo Housing Estate public domain concept design - Hunter Street precinct concept design Public domain projects under construction:	**On Track**

	- Redfern and Darlington public domain improvements - Ngamuru Avenue (Green Square to Ashmore Connector) - George Street North pedestrianisation - Dixon Street upgrade Public domain projects completed - George Julius Avenue (North) - Crown Street public domain improvements	
Deliver public amenity services		
Provide high-quality public domain cleansing service that meets the needs of the community	The City continues to work towards enhancing service levels across all areas to provide a clean and welcoming environment for both residents and visitors. Night shift operations are addressing the City's unique demands during off-peak hours, allowing our day teams to move to a maintenance model in the CBD and provide increased service delivery into the villages and laneways. This includes refining detailing processes, deploying specialised equipment for high-traffic zones, and prioritising high-profile locations that require frequent attention within the city precinct. Servicing of newly developed areas and maintaining critical infrastructure, such as cycleways and pedestrian zones is continually revised and the procurement of fit for purpose fleet is allowing access to previously difficult areas and mobilising of previous tasks performed manually.	**On Track**
Deliver programs to ensure compliance with legislation and community safety		
Maintain inspection programs to monitor legislative compliance in the areas of fire safety, building compliance, late night trading premises and public health	All inspection programs are being maintained and prioritised by risk. This includes proactive inspection of retail food premises, late night premises on trial consents, boarding houses, backpackers and swimming pools.	**On Track**
Conduct targeted patrols in the public domain to address illegal dumping, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act	For the 2025/2026 financial year there were a total of 11,166 hours of patrols conducted and 267 notices issued.	**On Track**
Shape the city's public spaces to meet community needs		
Undertake periodic review of public domain design codes in the city	The Sydney Lights Public Domain Design Code 2015 has been updated and is undergoing final review with additional work on ensuring appropriate light levels to site context (2026 version). This update addresses changes to Australian Standards, City policy settings and City lighting palette. Update to Streets Code underway to include latest accessibility directions for narrow footpaths with greening as well as to align with City's Walking Strategy and future update to the Inclusive and accessible public domain guidelines.	**On Track**

Increase the number of welcoming, accessible and equitable public spaces

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Road renewed/treated program	m2	45,280	46,831	30,000	20,112	5,428	2,253	18,530	46,323	Key works included large scale road renewal at Burrows Road, Alexandria.	**On Track**
Footway dining in the village centres	m2	6,459	8,391.52	-	8,074	8,193	8,254	8,195	8,195	Businesses that have not renewed their consent have now been excluded from the measure.	Indicator Only
Footway dining in the city centre	m2	4,144	5,725.12	-	4,785	4,785	4,794	4,794	4,794	Businesses that have not renewed their consent have now been excluded from the measure.	Indicator Only

3.3 Creativity and culture is embedded in the fabric of the city		
Major Programs	**Progress To Date**	**Status**
Support artists' contributions to the cultural life of the city		
Advocate for and support the delivery of public art in new developments and develop partnerships to enable delivery of public art projects and programs	The City supports the delivery of public art in new developments by reviewing and providing advice on all public art projects from conception to delivery in line with our Guidelines for 'Public Art in Private Developments' with 136 referrals completed this year. Projects of strategic importance or facing particular challenges are taken to the City's Public Art Advisory Panel for review and advice which is then passed on to the proponents through the planner. The Aboriginal and Torres Strait Islander Advisory Panel is also consulted on relevant projects. This process ensures a high standard of public art is delivered to the benefit of the community, enriching the cultural life of our City. The City has developed partnerships with Place Management NSW, the Royal Botanic Gardens and various cultural institutions along the Harbour Foreshore to deliver Yananurala as part of the Eora Journey and is seeking alignment with private developments that intersect with this project.	**On Track**

3.4 Physical and visual connections to the harbour are strengthened		
Major Programs	**Progress To Date**	**Status**
Connect with the harbour foreshore		
Staged implementation of Yananurala through development and delivery of public art and other projects for the Eora Journey Recognition in the Public Domain Program	The Harbour Walk Storytelling Report provides the foundation for Yananurala for further consultation with Aboriginal and Torres Strait Islander communities. Curated by Emily McDaniel, Yananurala provides a curatorial approach to Aboriginal recognition along the harbour foreshore in the public domain. Interpretive markers are installed at key points along the 9km length of the walk featuring a bara (shell hook) icon. Artist Lucy Simpson has completed design development of her concept in response to the brief for 'Sitelines and Conversations' informed by community consultation and an EOI for fabrication and installation is now being assessed.	**On Track**

3.5 Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing		
Major Programs	**Progress To Date**	**Status**
Ensure equitable distribution and access to recreational facilities		
Undertake review of the City's Open Space and Recreation Needs Study to inform future priorities and directions	The review of City's Open Space, Sport and Recreation Needs Study is nearing finalisation. The research and assessment phase has focussed on documenting open space, sport and recreation improvements over the last 10 years, current and future projected population and demographic changes, recreation trends and demands and opportunities to increase the availability of open space, sport and recreation facilities to meet assessed demand.	**On Track**
Equitably manage land under the care and control of the City of Sydney		
Review the City's Plans of Management as required, ensuring that public space is managed in an equitable, inclusive, resilient and regenerative way	Updated Generic Plans of Management were adopted by Council in April 2026.	**On Track**

Promote access to pools and sporting facilities		
Deliver programs and services at pools, sporting facilities and community tennis courts that support inclusive participation, social connection and wellbeing	Inclusive participation, social connection and wellbeing were supported through programs and services delivered across aquatic and fitness centres. Barriers to participation were reduced for communities that face them, including through Yabun at Victoria Park Pool, which welcomed more than 4,000 attendees who received free entry on the day and the Trans Joy Swim and Gym event at Cook + Phillip Park Pool, which attracted 204 participants. During the Seniors Festival, older residents received free entry and access to 89 additional Gold fitness and aquatic classes. A Youth Week activation at Prince Alfred Park Pool engaged 45 young people, more than half of whom identified as First Nations. Community brunches, Pride Month activities and National Reconciliation Week events created opportunities for social connection, including a Tribal Warrior Cultural Cruise and an Elders Walk. These activities deepened relationships with community partners. Wellbeing outcomes came through sustained programs rather than one-off events. The Take Charge program provided supported gym access for people living with mental illness, while weekly Learn to Swim and aqua programs built water safety and confidence for asylum seekers, Ukrainian women and First Nations and refugee children.	**On Track**

Equitably manage land under the care and control of the City of Sydney

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Green open space under the City of Sydney's care and control (excluding Civic spaces)	ha	215.73	217.5	-	-	-	-	217.5	217.5	Includes approximately 187ha of parks and 30.5 ha of street greening managed by the City of Sydney.	Indicator Only

Promote access to pools and sporting facilities

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	95.5	96.5	90	95	95	98	95	95.75		**On Track**
Attendances at aquatic and leisure centres	000	1,998	1,923.53	-	475.74	551.84	641.56	481.03	2,150.17	2025/26 was a milestone year with attendance exceeding 2 million visits for the first time. Attendance was 7.6% higher than 2023/24, the last full year before the closure of Andrew (Boy) Charlton Pool for major renewal works, reflecting both the return of the seasonal centre and increased participation across the centres. Strong participation in fitness programs and a diverse calendar of community events and activities contributed to this result. Highlights included record attendance at the Summer Open Day (11,128 visits) and continued growth in Exercise Physiology services and popular events and targeted programs, including Seniors Festival, Yabun, Trans Joy and school holiday activities. Favourable weather conditions, including one of the warmest June on record supported attendance during a period that typically experiences lower pool visitation. Victoria Park Pool also experienced increased	Indicator Only

	patronage following the commencement of the Leichhardt Park Aquatic Centre redevelopment. Attendance was affected at times by temporary pool closures, isolated pool water heating issues and periods of extreme heat and heavy rainfall. Despite these challenges overall visitation remained strong.

SD04 Design excellence and sustainable development

The city continues to grow sustainability and with good design. Communities are inclusive, socially connected, healthy, and live in walkable well-serviced neighbourhoods, supported by public transport. Places support economic activity and innovation. The impact of our changing climate is factored into the policies that influence development in the city

4.1 The city's liveability is enhanced through well planned and designed development and public spaces

Major Programs	Progress To Date	Status
Create inclusive and accessible places that support community health, wellbeing and culture		
Implement planning controls to support live performance, including through special entertainment precincts	A planning proposal and precinct management plan has been prepared to create special entertainment precincts (SEP) in existing late night trading areas. The proposal was approved by Council for public exhibition in March 2026 and is with NSW Government for Gateway Determination. A proposal for a special entertainment precinct on King Street, Newtown was reported separately in June with an aligned approach with Inner West Council, in response to a Council resolution. The King Street SEP proposal is also now with the NSW Government for Gateway determination.	**On Track**
Create places that are well-connected and reflect local character and heritage		
Review planning controls for centres, high streets, heritage areas and other strategic precincts, and consider heritage listings	New planning controls for the Pyrmont Peninsula, in response to the NSW Government's Pyrmont Peninsula Place Strategy, were approved by Council in October 2025. These planning controls are with Government for finalisation and making. Our Stage 2 proposal for Pyrmont Peninsula planning controls will be reported in second half of 2026. Proposed heritage listings of modern apartment buildings was exhibited in December 2025 and will be reported to Council in the second half of 2026. Oxford Street listings of significant to the LGBTIQA+ community have been adopted by Council and are close to finalisation. In March 2026, Council approved a Housing Discussion Paper to consult the community on possible planning control changes for more housing in the council area. A post exhibition report of the Housing Discussion Paper will be reported in the second half of 2026.	**On Track**
Deliver economic, environmental, social and cultural sustainability objectives through urban renewal		
Develop and implement public domain plans and placemaking strategies for urban renewal areas as required	The City continues to deliver new streets, open spaces, pedestrian and bike links in line with our public domain strategies for urban renewal areas, in particular Green Square and Ashmore Estate. Many of these streets and open spaces are being delivered through planning agreements with private developers. New community facilities have been delivered as part of joint projects with the Department of Education such as the recently completed Green Square Public School and Community Spaces. This project includes spaces for community use at all times as well as amenities for out of school hours use by the community. Programming of events and activities in Green Square Plaza and other public spaces in Green Square is ongoing as part of the City's community/ place making initiatives. The City has also commenced preparation of public domain concept design plans for the North Alexandria precinct in Green Square.	**On Track**

Create places that are well-connected and reflect local character and heritage

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Average time to determine 90% of footway applications	Days	22.4	22	<35	7	8.9	10	11	11		**On Track**
Average time to determine 90% of DA applications	Days	84.4	58.6	<55	49	45.2	47	45	45		**On Track**
Average processing time for construction certificates	Days	10.38	9.2	<15	15.6	10	17.25	2.6	11.36		**On Track**

Average time to determine 90% of S4.55 applications	Days	42.77	33	<40	28	28.8	30	30	30	**On Track**
Median (net) assessment time to determine DA & S4.55 applications	Days	61	44	<45	35	35	37	35	35	**On Track**
Outstanding DA & S4.55 applications over 100 days	%	19.57	17	<20	10	8.16	14.4	10	10	**On Track**

4.2 Productivity is supported by planning for jobs, innovation and enterprise activities

Major Programs	Progress To Date	Status
Implement the Central Sydney Planning Strategy		
Facilitate employment space and activity in line with the Central Sydney Planning Strategy	The City continues to assess site specific planning proposals consistent with the Central Sydney Planning Strategy. A planning proposal for an office addition at 580 George Street was publicly exhibited. Submissions are being reviewed and a post exhibition report prepared. The proposal for a hotel extension at 150 Day Street, Sydney has also been exhibited. The review of submissions and a post exhibition report is being prepared.	**On Track**
Plan for business, industry and economic opportunities		
Conduct strategic studies and reviews to inform planning control amendments that protect and grow business, jobs and economic opportunities	The 580 George Street and 150 Day Street planning proposals have been exhibited for public comment and will be reported back in the coming months. The City's Ultimo Pyrmont planning proposal, which includes planning controls for expanded economic opportunities, was approved by Council in October 2025 and is awaiting finalisation by NSW Government.	**On Track**

Plan for business, industry and economic opportunities

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Commercial development approved	m2	144,554	106,044	-	7,296	92,785	12,706	53,608	166,395	Major developments approved this year include 89,000m² commercial office building at Cockle Bay Wharf and 52,000m² industrial/commercial development in St Peters.	Indicator Only
Commercial development completed	m2	114,746	248,670	-	95	21,665	30,286	65,239	117,285	Major developments completed this year include 37,500m² of office space above the southern Martin Place metro station, 26,700m² of new floor space at the new Sydney Fish Market, 21,600m² office/retail space in the redevelopment Market Street David Jones site, 10,000m² public school in Zetland and 6,000m² hotel in Haymarket.	Indicator Only

4.3 Communities are supported by the provision of infrastructure and assets that are aligned with growth

Major Programs	Progress To Date	Status
Plan for and deliver infrastructure that supports community wellbeing		
Collaborate with development proponents to deliver new or upgraded public infrastructure aligned with new development	The City has executed 6 new planning agreements with the private sector during the year. The agreements will deliver new and upgraded infrastructure including several roads and laneways in Alexandria, a shared loading dock in the CBD, footpath widenings in Waterloo and ownership of a park in Eveleigh. Additional homes for Ultimo/Pyrmont was endorsed. The return of Wentworth Park greyhound track as active recreation use was announced in late 2025 reflecting excellent collaboration with the NSW Government to support housing growth.	**On Track**
Review contributions plans to support the delivery of infrastructure needed by new development	The Ultimo Pyrmont Local Infrastructure Contributions Plan 2023 will commence operation on 1 July 2026. This follows the Planning Minister's approval of a higher maximum s7.12 levy and the amendment of section 209 of the Environmental Planning and Assessment Regulation 2021 on 19 June 2026. Work continues on options for a new contributions plan to replace the City of Sydney Development Contributions Plan 2015.	**On Track**

Plan for and deliver infrastructure that supports community wellbeing

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Investment on acquiring, developing, and enhancing infrastructure and assets in the City of Sydney local area	$M	96.38	99.05	-	-	-	-	111.4	111.4		Indicator Only
Voluntary Planning Agreements offers	No.	11	17	-	3	4	1	2	10		Indicator Only
Voluntary Planning Agreements executed	No.	12	12	-	2	3	1	0	6		Indicator Only

4.4 Good design leads to buildings that are high performing, well designed, inviting and inclusive

Major Programs	Progress To Date	Status
Enable design excellence through competitive processes		
Facilitate competitive architectural design processes to achieve design excellence	In the 2025/26 financial year the City has facilitated the completion of 4 competitive architectural design processes located in Alexandria, Waterloo, Pyrmont and Ultimo, and has assisted with NSW State led processes.	**On Track**
Facilitate advice from expert panels		
Facilitate the Design Panels to provide expert advice on major public projects, private development and public art proposals	The Design Advisory Panel and Public Art Advisory Panel meet monthly and continue to provide valuable expert advice to the City on public domain design, park projects, major development applications and public art proposals.	**On Track**
Influence other levels of government to ensure design excellence		
Engage with government led urban renewal projects to deliver design excellence, high environmental performance and provide appropriate infrastructure	The City is monitoring projects at Central Station, and Blackwattle Bay and is engaging with NSW Government and its development partner on planning for Waterloo Estate South.	**On Track**

Enable design excellence through competitive processes											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Architectural design excellence competitions completed for proposed development in the City of Sydney local area	No.	13	6	-	-	-	-	2	2	Architectural design excellence competitions successfully completed include the 26-38 Saunders Street residential tower and 41-49 Mountain Street residential.	Indicator Only

4.5 Well planned and designed development reduces environmental impacts and improves resilience, health and sustainability

Major Programs	Progress To Date	Status
Development supports a healthy environment and community		
Implement planning controls to increase greening and support biodiversity in development	Draft planning controls to increase tree canopy where possible, encourage green roofs and support biodiversity in development were adopted by Council June 2025 following public exhibition. The controls will come into force when the LEP is drafted and published by the NSW Government, which is expected in mid-2026.	**On Track**
Improve sustainability through better designed and operated buildings		
Advocate for improvements to the National Construction Code to achieve net zero buildings by 2035	The National Construction Code (NCC) is reviewed by the Australian Building Codes Board (ABCB) every 3 years. The latest update NCC 2022 has been mostly adopted by the NSW Government planning framework which applies to the City of Sydney area. The City's most recent advocacy was a submission in June 2024 relating to energy efficiency changes proposed for the NCC 2025 released in (May 2026). The City's own sustainability planning controls generally exceed NSW Government requirements where cost effective. The City has met with DPHI to discuss their plans for the next Net Zero Plan and standards to increase and uplift built environment controls.	**On Track**
Implement planning controls for water efficiency, reduced stormwater impacts and to encourage solar panels	The City has completed a study of stormwater management and reuse controls. Water efficiency and updated stormwater reuse controls for buildings have been adopted by Council in June 2025 following public exhibition as part of the LEP/DCP Update. The controls are expected to come into force in mid-2026, pending NSW Government's finalisation of accompanying planning proposal.	**On Track**
Increase resilience through well designed and planned development		
Undertake studies and review floodplain management planning controls and other resilience related planning controls to manage risk and achieve good urban design outcomes	The Interim Floodplain Management Guidelines are being incorporated into the City's planning controls as part of the LEP / DCP update. The updated planning controls are to manage flood associated risk and achieve good urban design outcomes. The updated planning controls were adopted by Council in June 2025 and will come into effect when updates to the Sydney LEP are made.	**On Track**

SD05 A city for walking, cycling and public transport

The city is greener and calmer, with more space for people on the streets – including footpaths and cycleways. More people choose to walk, ride and use public transport. All vehicles in the city are zero emissions

5.1 Street space is reallocated for people, places and planting		
Major Programs	**Progress To Date**	**Status**
Plan and implement public domain and public space programs		
Ensure the needs of our diverse community are considered in the public domain master planning including transport and urban growth projects	Advocacy and input as required into major state government development projects including Blackwattle Bay, Waterloo Estate, Barangaroo Central/Hickson Road and North Eveleigh. The prime objective is to ensure a high quality, accessible public domain to allow people to walk and cycle to public transport and other destinations including home, work and recreation as well as new public spaces that respond to community recreation needs.	**On Track**
Advocate and plan for reallocation of street space		
Support the implementation of the pedestrianisation of George Street and relevant city streets	Council continues to work with Transport for NSW to deliver the remainder of the George Street pedestrian boulevard from Central to Circular Quay. George Street is now complete between Pitt and Essex Street, with planning underway for Essex to Alfred Street.	**On Track**
Manage the demand for kerbside space including parking to ensure there is equitable access to the constrained supply	Kerbside restrictions are implemented to manage various needs and encourage parking turnover. Kerbside use including parking, kerb extensions, bicycle parking, car share spaces, EV charging spaces and outdoor dining are implemented in accordance with relevant strategies, policies and referral for approval through delegated staff authority or the Local Pedestrian, Cycling, Traffic Calming and Transport Forum.	**On Track**
Work with state government stakeholders to improve road safety and reduce traffic		
Work in partnership with the NSW Government to reduce traffic speeds and volumes to keep people safe and reduce road trauma	Key initiatives were road safety activations with Sydney FC, the South Sydney Rabbitohs and The Wiggles Christmas concerts, helping to promote road safety messages to large community audiences. The City also partnered with universities and tertiary education providers to deliver road safety education to international students, supporting safer travel and a better understanding of Australian road rules. Targeted education programs included Helping Learner Drivers Become Safer Drivers workshops, Safer Drivers for Seniors courses, bus safety education, child restraint checking and pedestrian safety initiatives. Workplace road safety remained a focus through fleet safety training for City staff. Motorcycle safety activations were also delivered in partnership with Procycles St Peters, including rider education, first aid training and safe riding awareness. The City continued to work with food delivery companies, NSW Police and other stakeholders to improve food delivery rider safety through coordinated education, engagement and enforcement activities. Together, these initiatives supported safer behaviours and increased road safety awareness across the community.	**On Track**

Plan and implement public domain and public space programs

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Streets across the City of Sydney local area with a speed limit of 40km/h or less	Km	328.82	393.5	-	393.5	393.5	393.5	393.5	393.5	All local and regional roads within the City of Sydney local area have a speed limit of 40 km/h. The City will continue to advocate to Transport for NSW for a 40 km/h speed limit on the state road network within the LGA. The City has applied to Transport for NSW for a 30 km/h speed limit within the existing city centre High Pedestrian Activity Area, in line with Action 15 of the City's Access Strategy and Action Plan.	Indicator Only

Advocate and plan for reallocation of street space

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Footway replaced by green verge in the City of Sydney local area	m2	6,005	3,527	2,000	498	353	328	1,410	2,589	This year we increased our large scale pedestrian improvement works creating wider footpaths and more opportunities for greening.	**On Track**

5.2 Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area

Major Programs	Progress To Date	Status
Promote public transport solutions		
Advocate for extension of Metro West by 2030, including stations for at least Zetland and Central and light rail on Broadway, Oxford Street and to Green Square	The City's Housing Discussion Paper outlined the need and opportunity for these public transport projects to support additional housing, as well as contribute to broader economic performance. There is as yet no update from NSW Government on the City's request that they identify and protect a corridor for Metro West to Zetland. There is no current government response to ALTRAC's proposal for light rail on Parramatta Road and for Green Square.	**On Track**

5.3 More people walk more, as walking is the most attractive and convenient choice for short trips in the local area

Major Programs	Progress To Date	Status
Improve walking safety, connectivity and amenity		
Develop and oversee a program of pedestrian crossings to make walking safer and easier	This year the City constructed 18 pedestrian crossings. Prioritisation continues to be guided by a needs-based approach, informed by land uses, walking connectivity gaps, and Walking and Place studies. Grant funding opportunities continue to be actively pursued where feasible.	**On Track**
Deliver improvement works in the Central Business District and village centres, including the installation of smartpoles, upgraded and improved sustainable street lighting, traffic signals, street furniture and the installation of granite paving	The 2025/26 Central Business District Streetscape Improvement program included granite paving, installation of new Smartpoles and LED lighting along sections of Clarence Street and Goulburn Street.	**On Track**

Implement priority public domain improvements from the walking strategy and action plan	The City implements priority public domain improvements from the Walking Strategy and Action Plan through our footpath renewal and upgrade programs, pedestrian access improvement programs, the rollout of an upgraded street furniture suite, pedestrian lighting works, construction of traffic and pedestrian facilities and the addition of green space along our streets as part of these programs. Completion of the Crown Street upgrade as a village main street provided wider footpaths, greening, additional trees and street furniture. Council endorsed the proposed upgrade of Victoria Street as a village main street and the design includes wider footpaths, bi-directional cycleway, greening, additional trees and street furniture in accordance with walking improvement principles listed in the Plan.	**On Track**
Encourage and monitor walking participation		
Implement a program of activities that removes barriers to walking by improving safety and connectivity for people walking	Initiatives, since the last update include: - Advocating for a focus on pedestrian safety in TfNSW's upcoming Road Safety Action Plan, through providing greater priority for people walking at intersections, lower speed limits and road space reallocation - Advocating for improved outcomes for people walking during construction including a submission to Transport for NSW's update to Traffic Control at Work Sites (TCAWS) standard - A submission to Transport for NSW's 'Walkable NSW Discussion Paper' (and attended two roundtables early 26/27), including sharing our submission with other councils and organisations to stress the importance of them making a submission. - Developing a program of requests for speed zone reviews under the new Speed Zoning Guidelines, requesting 30km/h speed limit in key high pedestrian areas or local street networks, and 40km/h speed limits on select state roads. 6 speed zone requests submitted 25/26. - Developing a program of zebra crossings to be delivered with the funding secured as part of 'A City for Walking' Strategy and Action Plan - Developing two submissions and contributing to multiple roundtables as part of the NSW Government's share bike reform draft regulations. - Advocating to Austroads to better include the needs of people walking in their guidance.	**On Track**
Advocate to improve safety, amenity, connectivity and place for people walking		
Work with the NSW Government to decrease waiting time and journey time for people walking in areas of high pedestrian activity in the local area	The City continues to advocate for greater priority (reduced delay) for people walking in the city centre and other areas of high pedestrian activity. This includes advocating for reduced waiting times, reduced walking distances at intersections, increasing space and improving quality of the public domain for people walking. Key recent examples include working with the State Government on the street layout of Waterloo South precinct, as well as requesting TfNSW consider signal timings as a pedestrian safety measure as part of the City's submission on the Road Safety Action Plan 2031. The City also chairs a monthly coordination group with TfNSW to facilitate discussions around reducing delays for people walking at individual signals.	**On Track**

Improve walking safety, connectivity and amenity

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Transport-related projects (footpath widening, traffic calming measures, intersection upgrades, etc.)	No.	16	31	10	1	2	7	4	14	Key works included large scale pedestrian improvement and traffic calming at Upper Fort Street, Millers Point and Dowling Street, Woolloomooloo.	**On Track**
Footway renewed in the City of Sydney local area	m2	18,312	13,447	12,000	1,920	9,333	4,495	4,181	19,929		**On Track**
New granite infill paving in the City of Sydney local area	m2	3,179	1,816	500	0	0	50	498	548	FY2025/26 program included the intersection of Clarence Street and Market Street and the western side of Clarence Street between Market Street and Druitt Street.	**On Track**

Encourage and monitor walking participation											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Walking counts in the City of Sydney local area. November 2021 baseline 503,442	No.	739,719.5	763,373	-	-	771,954	-	801,244	786,599	Reported in December and June. Average pedestrian volume increase across 15 sample locations between November 2021 (baseline) and March 2026 is 59%, demonstrating continued strong recovery in pedestrian activity following Covid-19. This result is broadly consistent with the peak increase recorded in March 2025 (60%) and remains well above levels observed in 2023 and 2024. The aim of this measure is to track changes in pedestrian activity across the City of Sydney local area. The measure includes both weekday and weekend counts, and the sites have been selected so that there is one on each village high street and four in the city centre.	Indicator Only

5.4 More people ride more, as it's an attractive, convenient and safe option for everyday transport

Major Programs	Progress To Date	Status
Build and manage a network of safe, connected cycleways		
Implement cycleways within our local area as per the future bike network approved by Council	The Oxford and Liverpool Street cycleway, between Taylor Square and Castlereagh Street opened for use on 25 July 2025. The one millionth bike trip was recorded on the Oxford Street cycleway on 2 July 2026, less than a year after opening. We completed construction of the King to College Street cycling connection outside Hyde Park, which opened on 15 December 2025, as well as Wellington Street cycleway, between George Street and Waterloo Metro station, and George Julius Avenue in Zetland. Construction is underway on Ngamuru Avenue (Ashmore to Green Square)and Rosebery Quietway. Design has been completed on O'Dea Avenue cycleway, Surry Hills to Central Quietway and Belmont-Fountain safety improvements and is almost complete for Ultimo to Surry Hills cycleway. Design is underway for Victoria Street public domain upgrade, South Eveleigh to Waterloo Metro cycleway and Elizabeth Street to Randle Street cycleway. The Review of Environmental Factors is being prepared for making Moore Park Road and Fitzroy Street cycleways permanent.	**On Track**
Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local area	Capital works projects and maintenance programs are in place in line with the Cycling Strategy and Action Plan to enhance and maintain the cycleway network across the local area. Projects for 2025/26 included designing a new cycleway connecting Belmont Street and Fountain Street, Alexandria, installation of on street bicycle parking at various locations across the City of Sydney local area and a safer and more accessible raised pedestrian and bicycle crossing on Lawson Street, Redfern to complete the works planned as part of the Redfern Station upgrade.	**On Track**

Share our expertise and positively influence cycling improvements		
Work with neighbouring councils, state and federal governments to implement a cycleway network across Sydney	We successfully advocated to the federal government for a National Active Transport Fund in the May budget. $500 million was announced in May. We continue to work to have Transport for NSW fix key missing links with neighbouring councils, including: * TfNSW expects to construct Wilson Street missing link on state road between King Street and Erskineville Road in 2026 * TfNSW will build an improved cycleway on Swanson Street at Erskineville station * TfNSW has completed construction of the permanent Bridge Road cycleway * TfNSW has started construction of the missing section of King Street cycleway between Pitt and Clarence Streets in the city centre * TfNSW constructed stage 1 of Sydney Park Road cycleway in early 2025 and will complete missing links (to King St, Mitchell Road and Euston Road) soon. * TfNSW completed and opened the Sydney Harbour Bridge northern ramp on 6 January 2026 * Sydney Harbour Bridge southern exit - no progress We continue to provide advice and guidance for neighbouring councils.	**On Track**
Encourage and monitor cycling participation		
Encourage bicycle riding in our local area	This year we ran 33 guided rides with 263 participants and cycling courses, where: - 95 attended the Cycling in the City course - 38 did the individual Cycling in the City course - 66 attended the Rusty Riders course - 70 staff completed the staff cycling course - 112 attended Bike Care & Maintenance course - 1,924 young children attended Balance Bike Clinic - 171 children did the schools course 82 Share the Path onsite education sessions delivered 1,076 free tune-ups, 2,150 maps and fixed 445 bells. As with other openings of new infrastructure, we did extensive onsite education on Oxford Street cycleway in August 2025 for 4 weeks and King to College Street cycleway December 2025 for 2 weeks. These interactions are all opportunities to have conversations with people about courteous and safe riding.	**On Track**

Build and manage a network of safe, connected cycleways

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Separated cycleways in the local government area. Baseline (December 2021) 20,340.96 m (20.3 km)	Km	23.1	25.45	-	-	-	-	28.96	28.96		Indicator Only
New on-road cycleways provided in the City of Sydney local area	Km	2.97	13.87	2.6	0	0	0	9.29	9.29	The contraflow program (delivering 2 way cycling on one-way streets through signage and line marking) accounts for the higher than target delivery of on-road cycleways this year.	**On Track**

Encourage and monitor cycling participation											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Cycling counts at key intersections around the City of Sydney Local Government Area. Baseline March 2010 19,152	No.	50,855	50,524.5	-	-	51,569	-	66,243	58,906	There were 66,243 instances of bikes observed at 68 intersections during the counting period on the 17 March 2026.	Indicator Only
Growth in cycling activity at key intersections around the City of Sydney local area	%	2	20	-	-	(6)	-	28	28	At the March 2026 count there was a 28% increase in bike trips counted at key intersections since the previous count in October 2025 (20% increase in the year since the March 2025 count). The total growth since counting started in 2010 is now 246% (three and a half times as many trips). While normally bike trips peak in March each year and drop off after daylight savings, cycleway counters showed continuing increases until the end of April and even in June the numbers were similar to summer counts, which is unprecedented.	Indicator Only
Attendees at City of Sydney cycle safety courses	No.	257	251	-	46	53	41	59	199	199 attendees over the year (95 Cycling in the City, 38 one-on-one, 66 Rusty Riders).	Indicator Only

5.5 Freight, servicing and kerbside space is managed to support the efficient functioning of the city while improving the amenity of city spaces

Major Programs	Progress To Date	Status
Manage, plan and advocate for efficient freight and servicing		
Work with the NSW Government and businesses to develop new and innovative solutions to freight and servicing, including more productivity from loading spaces and exploring higher-amenity options for “last mile” distribution	We continue to explore opportunities for innovation in off-street loading in new developments in the city centre, noting all the other opportunities and constraints.	**On Track**
Manage kerbside space		
Ensure the Neighbourhood Parking Policy, Central Sydney on-street Parking Policy, Car Sharing Policy and kerbside allocation support city outcomes, such as the need for access for people with disabilities	We continue to implement the policies by identifying potential kerbside changes to support additional bike parking, electric vehicle charging and accessible pick up and drop off. This includes consideration of the best use for some kerb that currently has no restrictions ("unrestricted parking").	**On Track**

Manage kerbside space											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Car share bookings in the City of Sydney local area	No.	225,630	186,936	-	-	87,675	-	80,643	168,318		Indicator Only

SD06 An equitable and inclusive city

Everyone feels welcome and can afford to live here if they choose. Everyone can participate, prosper, and reach their full potential in a city that is fair and just

6.1 Strengthen partnerships and relationships that enable shared decision making with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations

Major Programs	Progress To Date	Status
Engage in partnerships to support self-determination and reconciliation		
Ongoing implementation of the Stretch Reconciliation Action Plan	The Stretch Reconciliation Action Plan working group meet quarterly to report on targets, monitor the implementation of deliverables, ensure accountability and support collaboration. The group is made up all senior managers responsible for deliverables along with 4 senior First Nations staff. An annual report is published in November each year.	**On Track**
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations acknowledging the Closing the Gap priority actions	We meet with the City of Sydney Aboriginal and Torres Strait Islander advisory panel at least 4 times per year who advise, guide and provide feedback on our work. We meet with Metropolitan Local Aboriginal Land Council, Aboriginal community controlled organisations and First Nations businesses to understand needs, priorities and promote relevant opportunities. The City also meets with local NSW Coalition of Aboriginal Peak Organisations and affiliates on Closing the Gap initiatives. The Aboriginal and Torres Strait Islander collaboration fund is a program to support a strong and sustainable Aboriginal and Torres Strait Islander community controlled sector to deliver projects that meet the needs and aspirations of First Nations people in the local area. This is aligned with Closing the Gap Priority Reform 2: Building the Community-Controlled Sector.	**On Track**
Support the community's aspirations for the use of the local Aboriginal knowledge and culture centre in Redfern	The City of Sydney continues to provide safe, welcoming and culturally responsive places for local Aboriginal and Torres Strait Islander communities to connect, learn, create, and celebrate culture. An Expression of Interest process for 107 Redfern Street sought tenants to activate the site as we consult with the Aboriginal and Torres Strait Islander communities about their long-term use of 107 Redfern Street. We continue to strengthen community aspirations for the future use of the Aboriginal Cultural and Knowledge Centre at 119 Redfern Street, delivering a diverse program of cultural workshops. A total of 1,810 people attended events including: • major community events to recognise NAIDOC Week, National Sorry Day, Freedom Ride commemorations, National Reconciliation Week and other significant cultural celebrations • She Rises Cultural arts and wellbeing youth program • a NAIDOC Young Workers empowering community workshop • the First Nations Women's clay and weaving program • over 20 cultural workshops • 3 exhibitions • 4 storytelling opportunities • 15 yarning circles • over 10 youth and Elders activities	**On Track**

6.2 Everyone feels welcome and included in the city

Major Programs	Progress To Date	Status
Identify, advocate and where possible remove barriers to inclusion of people with disability		
Implement the Inclusion Disability Action Plan	Highlights included: • 518 participants at 11 programs and events for International Day of People with Disability • 16 Auslan and English story time sessions and 4 creative programs with Auslan interpretation	**On Track**

	• 27 events that showcased and supported people with disability, including those with non-visible disabilities, people with mental health conditions, and carers • 55 funded creative projects delivered over 1,600 events and activities catering for audiences with disability, including 467 artists with a disability • Sydney Christmas events and Sydney New Year's Eve included quiet spaces, Auslan interpretation, surtitles, accessible maps, visual stories, event guides in alternative formats, audio description, and staff trained in disability inclusion • 4,133 views of the online Accessibility map • a new hearing augmentation system at the Huntley Street Recreation Centre • a new Inclusion (Disability) Advisory Panel was established • City of Sydney reaccreditation as a Disability Confident Recruiter for a fourth successive year • submissions made on the Review of the Disability Discrimination Act 1992 and the inquiry into the NSW Human Rights Bill 2025 • the City of Sydney joining the Inner and Eastern Sydney Collaborative for the Prevention of Abuse of Older People and People with Disability.	
Position our libraries to support community needs		
Deliver library services that promote lifelong learning, reflect community interests and represent the communities of the city	The library welcomed 26,521 new members this year. There were 1,172,596 visits to our library services accessing our wide range of services and facilities, including visitation for our Library After Hours program. The home library service made a total of 1,544 deliveries to community members who are housebound. Our online branch supported 21,266 interactions. Libraries continue to provide programs at our community centres, including monthly digital literacy tutoring sessions and participation at community events and festivals.	**On Track**
Deliver inclusive and accessible programs and services		
Deliver cultural programs and services that are inclusive, affordable and have equitable access for all	The City continues to deliver cultural programs and services that are inclusive, affordable, and equitably accessible across library and community spaces. Throughout the year, a diverse program of 83 free events alongside a range of low-cost activities supported broad participation and engagement. Exhibitions and displays in library spaces provided welcoming, no-cost opportunities for the community to connect with City collections and heritage content in accessible environments. Additionally, low-cost workshop opportunities including short courses, community workshops, studio access programs, weaving groups, arts clubs for seniors and artists activities for children under 5 were delivered. Creative learning was strengthened through hands-on programs such as school holiday workshops inspired by The Model Makers exhibition. Children participated in activities including Construct a Miniature Model House and Street Scenes Collage with 71% of respondents indicating that events were accessible. 88.5% of respondents reported they felt welcomed and included.	**On Track**

Position our libraries to support community needs

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Active library memberships	No.	69,685	84,261	-	86,708	88,651	91,210	92,314	92,314	Membership continues to grow with an annual increase of 9% on FY24/25. Changes in types of memberships have made it easier for people to join.	Indicator Only
Items accessed from City libraries (physical and digital)	000	1,837.79	1,861.18	-	501.69	460.33	490.9	500.37	1,953.28	Digital and physical loans have grown at a steady rate over the year with a 5% increase on FY24/25. Focused promotion of digital collections has contributed to this growth.	Indicator Only

Attendance to City libraries	000	984.31	1,002.42	-	289.38	288.46	302.96	291.79	1,172.6	Visitation increased 15% on FY24/25. Visitation figures reflect increased community participation at library programs including Library After Hours, and use of library services and collections.	Indicator Only

Deliver inclusive and accessible programs and services

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Passenger trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	8,782	8,859	-	2,230	1,792	1,697	2,394	8,113	This represents an 8.4% decrease compared with the same period last year. This is based on booking and attendance preferences. There was no reduction in transport services offered.	Indicator Only
Rent concessions given by the City of Sydney through the accommodation grants program – leases for social initiatives	$ '000	3,577.87	3,521.84	-	934.24	927.94	906.06	1,200.61	3,968.84	This includes revenue forgone through the Accommodation grants program.	Indicator Only
Social grants approved by the City of Sydney	$ '000	4,991.31	5,433.47	-	3,841.24	1,208.93	44.66	165.61	5,260.44	This year, 152 Social grants were provided. These projects were supported through the City's Aboriginal and Torres Strait Islander collaboration fund, Community services, Festivals and events , Food Support, Innovation and ideas, Quick response, Street banner , Venue hire support and strategically driven one-off grants	Indicator Only

6.3 Everyone has equitable access to participate in our economic growth and share in our prosperity

Major Programs	Progress To Date	Status
Collaborate and advocate for reform to improve outcomes for priority communities		
Advocate to reduce income inequality for people on low incomes	This year, the City continued to advocate for a more resilient and socially just city by promoting equitable access to housing, food, community services and social infrastructure. The City advocated for increased affordable and social housing through submissions to the NSW Government's New Approach to Strategic Planning Discussion Paper and the Draft Sydney Plan, while continuing to advocate for action to reduce homelessness following the release of the NSW Homelessness Strategy. The City also provided a submission to the Australian Government's National Food Security Strategy Discussion Paper, advocating for more sustainable food systems to support access to nutritious and affordable food. In addition, the City contributed to the Draft NSW Mental Health Discussion Paper through Local Government NSW and engaged with the Committee for Sydney's work on the Care Economy. In response to the increasing impacts of extreme heat on people experiencing disadvantage, the City advocated for stronger planning and policy measures through its submission to the Climate Change and Natural Hazards State Environmental Planning Policy Explanation of Intended Effect. The City also continued to support community wellbeing during heat events through cooling hubs and by exploring opportunities to extend operating hours at community facilities on very hot days.	**On Track**

Support increased employment and access to procurement		
Implement the City's Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	Consultation with Aboriginal and Torres Strait Islander employees continues. Most recently the First Nations Leadership team were consulted on the best ways to engage and seek feedback, and input to People and Culture plans. Aboriginal and Torres Strait Islander employees have also been directly engaged in the development of the Employee Value Proposition and the Cultural Learning Program Strategy.	**On Track**
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	Executive endorsement will be sought on the key principles and approaches that will guide the development of the Aboriginal and Torres Strait Islander Procurement Strategy. The strategy will be developed in alignment with the First Nations Strategic Framework adopted by Council in June 2026.	**On Track**

6.4 Everyone is engaged and actively participates in the governance of their city

Major Programs	Progress To Date	Status
Involve people in decision making through our engagement program		
Implement the Community Engagement Strategy to involve the community in the City's decision making processes for projects, strategies, policies and services	There were 68 projects open for consultation in the past 12 months including 20 parks, 7 cycleways and street upgrades and 19 strategies, plans and policies. These were undertaken in line with the City's community engagement strategy.	**On Track**
Provide inclusive and accessible information to the community		
Provide updates on our policies, services, projects and programs through communications that reflect and reach the diverse communities of the city	Targeted communications promoting City of Sydney policies, services and programs were delivered across our diverse communities, including: • A cross-channel Refugee Week campaign spanning social media, digital content, What's On event listings and community centre promotion. It featured Refugee Council of Australia ambassadors Shabnam and Nawfel, whose personal stories were shared through video and written profiles alongside works by three refugee artists on street banners and QMS outdoor panels. • Coordinated Pride Month communications across QMS, What's On, e-newsletters and social media, including video content on Pride Month events and Sydney Pride Festival, reinforcing the City's commitment to LGBTQIA+ inclusion and visibility. • Youth Week promotion, including Haul in the Hall, via Instagram, TikTok and LinkedIn, plus a campaign highlighting Youth Opportunities panel initiatives to encourage youth participation. • First Nations content, including social features on 107 Redfern Street and a dedicated Mabo Day reel, building awareness of Aboriginal and Torres Strait Islander histories and culture. • Outreach for the International Student Leadership and Ambassador Program, covering stakeholder engagement, e-newsletters and O Week promotional materials. • 25 community centre e-newsletters engaging culturally diverse communities, older residents and centre users with local services and programs, including offerings for non-English speaking backgrounds. • Ongoing media engagement and editorial coverage of community wellbeing issues, including homelessness, housing affordability and libraries as cost-of-living support. Together, these activities kept City of Sydney information accessible and relevant, strengthening awareness and participation across diverse communities.	**On Track**

6.5 Everyone has the skills, tools and access to technology to engage and participate in a digital life		
Major Programs	**Progress To Date**	**Status**
Support access to technology and digital literacy skills		
Deliver programs that grow digital literacy skills and promote free access to technology in community facilities	Free access to technology was delivered through our community facilities and programs to support digital literacy including: • 632,487 free Wi-Fi sessions across over 30 community centres and venues for hire • 463,458 Wi-Fi sessions via Wi-Fi across 10 library locations. Free Wi-Fi is also offered in 13 community centres and in education and care services for use by community members and children • 154,986 PC sessions across 10 library locations. Free public access computers are offered in 5 community centres and in education and care services for use by community members and children • 217 sessions delivered to 537 people in the community to improve digital literacy and inclusion • 231 public access computers and 20 multifunction devices made available across 19 community facilities providing free access to internet, printing, scanning, photocopying, Microsoft Office and Adobe Creative Suite • 105,120 hours of available access to free PCs. An additional 162 hours of available access at Green Square, Darling Square and Customs House Libraries as part of the Library After Hours Program in 2025. • 453,265 instances of the City of Sydney library app being launched.	**On Track**

6.6 There is equitable access to education and learning opportunities, everyone can participate in a creative practice		
Major Programs	**Progress To Date**	**Status**
Deliver education and learning opportunities		
Ensure equitable and affordable community access to lifelong learning programs	A range of equitable and affordable programs continue to be offered to the community through our community centres and libraries to provide education and learning opportunities. Highlights include: • 23,879 attendees at 570 face-to-face early literacy programs including bilingual and Auslan Storytime • 1,394 attendees at 142 programs developed and delivered in our libraries including after-school and school holiday activities, social knitting, tabletop games, brain training for seniors and structured digital literacy workshops, library treasure hunt, Wear it purple trivia and craft and Christmas and Makerspace activities • 45 library outreach events attended with 1,295 attendees including events supporting public housing residents in Redfern and Waterloo • 10 online book club meetings • 54 Library After Hours sessions with 1,818 attendees • 52 programs to promote lifelong learning across our community centres including Re-ignite Your Creativity, future planning, seniors rights, scam awareness and stroke safe workshops, talks for Seniors Week and Refugee Week, Tai Chi, ukulele, singing, weaving, yoga, mahjong, finance talks, creative art workshops, IT Support for Seniors, Brain Health sessions, food preserving, healthy bones and osteoporosis and ways to save talks, Red Cross emergency preparedness workshop, creative writing and basketball skills, advanced planning workshop, and talks for Men's health week	**On Track**
Provide education and care services and facilities across the local area	The City's education and care services supported 843 children to access a range of services including long day care, occasional care, pre-school and outside school hours care. Highlights include: • inclusion of vulnerable families through continued partnerships between families and support agencies • 60,367 sessions of care across 10 services with 14,781 (24%) offered at a discounted rate or free • a range of fun and educational programs including for Ramadan, Lunar New Year, Easter, Diwali, Halloween, Christmas and Harmony Week, National Reconciliation Week, National Families Week, Djalgala Aboriginal Cultural immersion program, bush school excursions, visits from the Fire Brigade and a dental service for oral health week, a	**On Track**

safe people program in Child Protection week, Auslan classes during National week of Deaf people, events for Clean up the World Day, National Children's Week, World Children's Day, along with Ninja water warriors, Colour Run, k-pop, max hacker coding and wax and resin craft activities
• a variety of incursions, workshops and excursions focused on sustainability, first aid, coding and technology, literacy, creative arts and physical wellbeing.
• vacation care programs including visits to libraries, cinemas, museums, play centres, local parks and playgrounds, theatre performances and indoor activity centres, the Art Gallery, pools and aquatic centres, along with in-centre activities such as robotics, cooking, skateboarding, art and design projects.
• family events and involvement, including book week, family picnics, Christmas parties and BBQs, Grandparents' day, a disco, graduation events, welcome to kindy afternoon tea, and a Harmony week events

Deliver education and learning opportunities

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Children supported through City operated education and care services	No.	845	829	-	579	32	187	45	843		Indicator Only
Approved early education and care places in the City	No.	6,721	9,081	-	-	-	-	0	-	The City is continually working to improve the methodology for calculation this data series. Data for FY25/26 is not available at the time of publication. Data for FY24/25 is now available and has been included. This data is as at April 2026.	Indicator Only
Sessions of care provided at the City's education and care services	No.	58,007	59,925	-	16,303	14,104	14,092	15,869	60,368		Indicator Only
Discounted and free sessions of care provided at the City's education and care services	No.	18,085	16,951	-	3,894	3,324	3,406	4,157	14,781	This represents a decrease of 14.7% compared with FY2024/25. This reflects the recent change to Woolloomooloo Children's Program becoming a Child Care Subsidy (CCS) registered service in addition to offering free care for eligible families. Some families now receive CCS funding to cover the cost of sessions of care in place of the City offering discounted or free sessions for that family. This enables more families to access free and subsidised care through the service but does reduce the number of sessions of care being offered free directly by the City, in addition to those through the Commonwealth CCS program.	Indicator Only

6.7 A sustainable food system that provides access to safe and nutritious food

Major Programs	Progress To Date	Status
Support a more sustainable food system and equitable access to safe, nutritious food		
Coordinate research and engagement on sustainable urban food systems to identify partners, future priorities, actions and delivery pathways	We continue to contribute to local, national and international efforts to strengthen food security and support more sustainable urban food systems. In September 2025, the City provided a submission to the Australian Government in response to a discussion paper that will inform the development of the forthcoming National Food Security Strategy. Building on this contribution, the City participated in 4 co-design workshops convened by the Department of Agriculture, Fisheries and Forestry, helping to identify priorities, roles and pathways to strengthen food security and food system resilience across Australia. Internationally, the City contributed to initiatives led by C40, the Milan Urban Food Policy Pact and EAT-Lancet, including the development of action briefs released in October at the Stockholm Food Forum identifying 15 common action areas across all sectors. Locally, the City continued to strengthen food security and urban food systems through initiatives including Sydney City Farm, the community gardens network, meals-on-wheels, food support grants and food waste reduction programs. The City also progressed the development of a Sustainable Food Systems Statement to support a systems-based approach to food-related initiatives and help guide future decision-making and partnerships.	**On Track**
Enable community responses to improve food access through grants, partnerships, and collaborations	Through the Food support grant program, the City provides funding to local community organisations to deliver projects that increase access to affordable and healthy food. To date, food support grant recipients provided 241,147 kgs of food, including 191,655 meals and $85,936 in food vouchers to people experiencing food insecurity. This reflects 114,957 occasions of service, 32,322kgs of rescued food and 194 instances of other organisations supported indirectly. In addition, 25,875 sanitary items were distributed. The City coordinates the Food Operations Working Group bringing together local organisations to strengthen collaboration, improve referral pathways and share resources.	**On Track**

Support a more sustainable food system and equitable access to safe, nutritious food

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Meals provided through the City's Meals on Wheels service	No.	44,475	49,868	-	13,112	13,256	12,643	13,448	52,459	This represents an increase of 5.2% on FY2024/25	Indicator Only
Food support grants approved by the City of Sydney	$	-	-	-	1,214,781	794,438	0	0	2,009,219	This year, 24 Food Support grants (both case and value-in-kind) were supported	Indicator Only

SD07 Resilient and diverse communities

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations and support long term health and wellbeing. We work with communities, businesses, and other organisations to strengthen connections and networks, and the city is prepared and able to recover from most situations

7.1 Communities are connected and socially cohesive

Major Programs	Progress To Date	Status
Strengthen social cohesion		
Foster cross-cultural awareness, tolerance, and social connection among people from diverse cultural backgrounds through services, programs and events	Services, programs, events and targeted activities to foster cross-cultural awareness, tolerance and connections among people from diverse backgrounds across our community centres and facilities. Highlights include: • 657 attendances at Lunar New Year and Moon Festival events, culturally themed community morning teas and a number of Refugee Week events in community centres • 100 attendees at intergenerational pancake morning teas • 97 attendees at Seniors Festival events including Tea & Sing-a-long at Ultimo Community Centre, and Rock & Roll Party at Reg Murphy Community Centre, Potts Point • 80 attendees at an International Women's Day women's basketball competition at KGV Recreation Centre, The Rocks • 25 attendances at the Asylum Seeker weekly group workout at KGV Recreation Centre, The Rocks • 279 attendances at international student events, delivered through the International Student Leadership Ambassador Program • 78 attendances at 7 anti-racism allyship network sessions • 56 attendees at 3 Aboriginal Cultural talks delivered by a local Elder • 20 attendees at an Aboriginal weaving class delivered by a local Elder •110 attendances at a 'Cuppa with Cop' morning tea in Green Square • 22 attendances at an Australian sports day at Green Square Public School	**On Track**
Collaborate to address loneliness and social isolation		
Support sectors of the community who are at risk of loneliness and isolation, including young people, older people, people of diverse sexualities and genders and intersex people, new migrants and international students	A wide range of low and no cost programs and activities were offered through our community centres and other locations to support community members at risk of loneliness and isolation. Highlights include: • 1,167 at end of year celebration events at our community centres • 49 attendances at Men's Health week events • 182 attendances at mah-jong in Green Square • 40 attendances at baking workshops at Ultimo Community Centre • 707 attendances at parent and bubs fitness classes • 280 attendees at RUOK Day events • 390 attendances at the Senior's Christmas luncheon in Sydney Town Hall • 1,016 attendances at the annual NSW Seniors Festival Comedy Show at Sydney Town Hall • 230 attendees at Women's Health Week events • 204 attendances at Seniors Week fitness free fitness activities • 140 attendances at programs and events supporting people of diverse sexualities and genders, and intersex people • 8,930 engagements with international students at 9 orientation week events at tertiary institutions • 168 attendances at programs and events supporting people of diverse sexualities and genders, and intersex people	**On Track**

7.2 Everyone has equitable and affordable access to community and cultural facilities and programs, supporting social connection and wellbeing

Major Programs	Progress To Date	Status
Provide inclusive, affordable and accessible community and cultural facilities		
Deliver a diverse, inclusive and accessible range of affordable community programs, events and activities through community facilities	A total 355,004 people attended a range of programs offered to ensure community social inclusion, connection and participation. Highlights include: • 165,632 attendances at targeted programs to improve community health and wellbeing • 135 programs to increase inclusion and diversity • 56 programs to support participation of people with disability • 50 attendances at Clothes Swap events • 11 programs in community centres to improve digital literacy and inclusion • 100 attendances at a Moon Festival celebration • 40 attendances at an Aboriginal and Torres Strait Islander transgender celebration and remembrance event • 17 attendances at an art and social connection program for older LBTIQA+ women • 930 attendances at educational programs and workshops such as My Aged Care information sessions, workshops on how to protect your identity and Digital confidence, TAFE Outreach preserving course, healthy bones and osteoporosis, how to avoid serious injury and ways to save talks, Red Cross emergency preparedness, women's self-defence and cooking and nutrition workshops, a native plant and food session, life writing and journalling workshops, and information talks	**On Track**
Ongoing upgrade of community and cultural facilities to provide equitable access for all and explore ways of making spaces more inclusive for people with invisible disability	The City has an ongoing funding program for the renewal and upgrade of the community facility portfolio to make spaces more inclusive. Budget has been allocated in the Long Term Financial Plan in FY26/27 to renew community facilities to be more accessible and inclusive, including Paddington Town Hall and Redfern Community Centre.	**On Track**
Support social connection and wellbeing		
Collect, analyse and report data within the Community Indicators framework to identify wellbeing trends and to inform priority programs and services	The Community Wellbeing Report is available on the City's website. No data updates were required this year.	**On Track**

Provide inclusive, affordable and accessible community and cultural facilities

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Bookings of City Spaces facilities and venues at community or reduced rates or through a fee waiver	%	68	41	-	68	74	57	61	61	This includes support for the Jewish community following the Bondi Beach tragedy. The City waived venue hire and hard costs valued at $13,218.50 for the Chanukah in the City event. A waiver to the value of $15,425.00 was provided to Yabun to cover the hard costs associated with the Yabun 2026 Banner campaign	Indicator Only
Overall attendance at City Spaces	No.	298,919	349,840	-	92,030	84,756	81,663	92,308	350,757	The data for Q1 and Q2 for this year have been revised.	Indicator Only

7.3 Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses		
Major Programs	**Progress To Date**	**Status**
Embed climate risk and resilience considerations		
Partner with regional governments, business and the community to implement the second Resilient Sydney Strategy for the Greater Sydney region	In May Resilient Sydney Ambassadors of 25 Greater Sydney councils and Committee for Sydney came together to contribute towards a collective case for a City of Greenways, a key element of a Breathable Density report for Sydney. Resilient Sydney and WSROC brought together stakeholders from across government, industry and the community in a range of initiatives on the risks and impacts of heat: • 4 Greater Sydney Heat Taskforce meetings to advance recommended actions from the Greater Sydney Heat Plan. • The Heat Smart Sydney Forum in November attended by 101 government representatives, plus industry and the community. • A Climate Change and Natural Hazards Planning SEPP workshop enabling Greater Sydney council planning teams to share feedback and insights on the SEPP and the draft Policy Statement on Urban Heat to inform advocacy and submissions. • Climate Week Urban design for Heat Resilience event in March - to provide updates and case studies for more than 100 planning, design and climate resilience professionals focused on using the Cool Suburbs Rating tool to deliver heat mitigation design recommendations for main streets in Camden and Blacktown. Resilient Sydney also delivered Heat Plan ministerial briefings and was recognised for the Heat Taskforce by the United Nations Heat Taskforce's 50@50 initiative. Resilient Sydney presented at and participated in a range of government and industry forums across priority areas such as renewable energy zones, greenways, social cohesion, net zero plans, extreme weather impacts on mental health and rental energy efficiency standards.	**On Track**
Implement the City's Floodplain Management Policy and update floodplain management plans, and work collaboratively with asset owners and developers to fund and implement flood risk management plan actions, incorporating climate change scenarios	The City has adopted an interim floodplain management policy. The policy is being implemented through the development approval process. In June 2025 Council endorsed an update to the Sydney Development Control Plan (DCP) to incorporate the provisions of the policy. Updates to the DCP will also need to take account of the forthcoming Climate Change and Natural Hazards State Environmental Planning Policy (SEPP) and Climate Change Scenario Guidelines. Work to update flood studies and floodplain risk management studies and plans is underway and being reported to the City's Floodplain Risk Management Advisory Panel. The City continues to work collaboratively with asset owners and developers to ensure that flood risks are appropriately managed.	**On Track**
Support communities to build capacity and capability for resilience		
Improve emergency preparedness in apartments and in priority communities	Owners Corporation Network, supported through grant funding, is developing an emergency preparedness toolkit, including templates and a risk calculator to help strata committees develop a building-specific approach to emergency preparedness. Better Renting, also supported through grant funding, has conducted a citizen-science project to empower people living in rental properties to use their experiences around household energy efficiency to advocate for minimum energy efficiency standards for rental properties. The project released 'Boiling Point' a report detailing the heat experiences of 50 renters, including instances of indoor temperatures reaching over 40 degrees and recommending Minimum Energy Efficiency Standards to mitigate unsafe conditions. The City made a submission to the NSW Government consultation on Energy Efficiency Rental Standards, advocating for mandatory minimum standards to improve the energy efficiency, thermal performance and climate resilience of rental properties across NSW highlighting the benefits of reduced energy costs and better protection from extreme temperatures.	**On Track**
Support communities beyond our local area and international communities experiencing emergency situations	This year no donations were approved by Council.	**On Track**

7.4 The city economy is diversified to strengthen its resilience		
Major Programs	**Progress To Date**	**Status**
Support diversity of business models		
Invest in projects delivered through alternative business models that support equitable and inclusive economic development	The City provided support to social enterprises through the Aboriginal and/or Torres Strait Islander collaboration fund, Business sector support, Community services, Festivals and events, Food support and Innovation and ideas and Quick response grants to deliver a range of projects. This included support for the social enterprise Council of NSW & ACT Ltd to host a 2-day Social enterprise festival in the local area to celebrate businesses putting people and planet first through family-friendly activities, workshops, and markets and for Wildflower Gardens for Good Limited to deliver an Aboriginal-led apprenticeship project in Millers Point transferring rare seed collection skills to young people.	**On Track**
Contribute to initiatives that support economic resilience		
Contribute to metropolitan and state-wide strategic economic planning	The Economic Development Strategy 2025-2035 adopts a place-based approach to economic development that supports state-wide strategic economic planning by provide guidance on how the central Sydney economy contributes to the broader Greater Sydney and Australian economy. We participate in NSW Government working groups and committees including the NSW Night Time Economy Councils' Committee, NSW Government's 24-Hour Economy Advisory Group, Visitor Economy Greater Sydney Local Councils Group, and Study NSW International Student Experience Consultation Committee, providing recommendations to the Study NSW International Education Advisory Board. We are also a member of the Council of Capital City Lord Mayors National Economic Development group. We participate in the Innovation District Alliance hosted by the Committee for Sydney with membership from across the innovation districts of Greater Sydney. We convene regular meetings with local business chambers and peak bodies.	**On Track**

7.5 People feel safe in the city		
Major Programs	**Progress To Date**	**Status**
Collaborate to improve community safety		
Work with police and other organisations to deter, detect, delay, and respond to incidents in the public domain	The City supports the NSW Police through the Street Safety Camera Program’s 24/7 operations. The City is also a member of several precinct security groups including Martin Place, Pitt St Mall, Circular Quay, Town Hall, and Anzac Memorial. These groups provide an opportunity for businesses and landowners to collaborate efforts to ensure the safety of crowded places. The Security and Emergency Management Unit has continued to provide NSW Police support with the management of public safety during major events and protest activities through access to CCTV monitoring.	**On Track**
Embed the NSW Child Safe Standards		
Ensure effective implementation of the NSW Child Safe Standards across our organisation	The NSW Child Safe Standards continue to be embedded into practice including through numerous operational Child Safety procedures Highlights include: • review of the Child Safety Training Plan and compliance with the mandatory national child safety training for relevant employees involved in early childhood education and care regulated under the National Quality Framework as part of the national child safety reform initiatives • review of legislative, regulatory and non-regulatory obligations relevant to Child Safety policy and procedures, and continuous improvement recommendations applicable to City of Sydney education and care services and other service provision relevant to children and young people • review of procurement and contract management policy changes and required updates to the Child Safety procedure - contracted service providers.	**On Track**

	• review of the public consultation for the statutory review of the Child Protection (Working with Children) Act 2012 • annual review of the Local Child Safety Risk Management Plans • updates to the Child Safety information in the Grant Guidelines, application form and website information	
Deliver programs to improve community safety		
Operate patrols to monitor legislative compliance and respond to complaints including but not limited to parking, development consents, unattended property, companion animals, noise and unlawful trading	In FY25/26 City Rangers have spent over 167,010 hours on patrols to monitor legislative compliance and respond to customer complaints, which include parking, development applications, companion animals, noise, litter and unlawful trading.	**On Track**
Deliver programs to reduce crime and improve actual and perceived community safety	During the year, the City hosted 3 'Cuppa with a Cop' community safety events in partnership with the South Sydney Police Area Command in Green Square, Waterloo, and Redfern attended by 225 residents. These events aim to strengthen trust between residents and local Police, as well as provide an opportunity to share information on community safety and crime prevention resources. In June, the City hosted a Crime Prevention Through Environmental Design information session for the Waterloo Wellbeing and Safety Action group, attended by 14 residents, followed by a safety walk on the social housing estate. Of residents surveyed, 100% reported an increase in their skills and knowledge.	**On Track**
Improve safety for women and gender diverse communities by responding to and preventing gender-based violence	The City's quarterly Inner City domestic and family violence forums addressed trauma informed support for older women, the importance of social connection, cultural safety, accessibility and economic opportunity. The City's support for the United Nations 16 Days of Activism Against Gender Based Violence included workshops on financial autonomy, economic safety and domestic and family violence prevention for active bystanders and allies. The City supported for the Unite Against Violence Vigil, in partnership with 30 frontline services, on the International Day for the Elimination of Violence Against Women. The City supported a Women's Festival which included a walk in solidarity from Redfern Community Centre to Redfern Park for women and children's safety.	**On Track**
Collaborate on a harm reduction approach to address the impacts of alcohol and other drugs in community	On International Drug Users Remembrance Day representatives from community organisations, members of the harm reduction community, people with lived experience and City staff gathered around the Remembrance Day Tree in Lawrence Hargrave Reserve to remember those lost to drug related harm. The focus of this year's event was on stigma and the importance of advocating for safety and change. Over 40 people attended the event, which was held in partnership with NSW Health, NSW Users and AIDS Association, Wayside Chapel, and Sydney Medically Supervised Injecting Centre. On 9 December, at a small community gathering a memorial plaque was unveiled to better acknowledge and sign post the Remembrance Day Tree in Lawrence Hargraves Reserve. The wording of the plaque was chosen by community including those with lived experience through the Kirketon Road Consumer's Participation Group and Medically Supervised Injecting Centre's Consumer Action Group.	**On Track**

Deliver programs to improve community safety

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
People attending community safety events / programs	No.	2,484	4,380	-	-	1,985	-	931	2,916		Indicator Only
Community safety program participants who report an increase skills or knowledge	%	96.5	94.9	-	-	98	-	98	98		Indicator Only
Community safety program participants who know where to get help if they need it	%	84	91	-	-	97	-	92	94.5		Indicator Only

7.6 Communities are empowered to lead the change they want to see in the city

Major Programs	Progress To Date	Status
Empower and support community led solutions		
Integrate community wealth building within our economic strategy and our operational activities	Work continues to progress the integration of community wealth building principles within our operational activities. Community wealth building principles have been integrated into the City's economic development strategy 2025 - 2035.	**On Track**
Support a strong Aboriginal and Torres Strait Islander community-controlled sector		
Support local Aboriginal and Torres Strait Islander community needs and aspirations that are community controlled and self-determining through the City's grants and sponsorship program	This year 48 grants were provided for Aboriginal and/or Torres Strait Islander individuals, groups and organisations. These projects were supported through the City's Aboriginal and Torres Strait Collaboration fund, Community services, Creative grants, Festival and events, Food support, Innovation and Ideas, Quick response and strategically driven one-off grants.	**On Track**
Strengthen young people's civic engagement		
Deliver youth civic engagement programs	A number of programs were implemented to strengthen young people's civic engagement. Highlights include 94 attendances at 8 Changemakers Launchpad Program sessions and 193 attendances at 14 Youth Opportunities Program sessions, including 11 program meetings and 3 Youth Week events delivered by the group.	**On Track**

Support a strong Aboriginal and Torres Strait Islander community-controlled sector

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Suppliers engaged by the City of Sydney who identify themselves as Aboriginal and Torres Strait Islander	No.	76	94	-	-	48	-	89	89	During FY25/26, the City has engaged with 89 suppliers. This figure is the total number for the whole financial year.	Indicator Only
City of Sydney spend with Aboriginal and Torres Strait Islander businesses	$ '000	1,970	3,169	2,400	-	818	-	1,604	2,422		**On Track**
Grants approved by the City of Sydney to Aboriginal and Torres Strait Islander people, groups and organisations	$ '000	1,936.74	2,526.4	-	4,405.83	871.82	235.66	181.15	5,694.46		Indicator Only

SD08 A thriving cultural life

We are proud of the city. We're all able to participate in, contribute to, and benefit from the city's cultural life

8.1 Aboriginal and Torres Strait Islander peoples and their cultural practices are valued and supported

Major Programs	Progress To Date	Status
Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural recognition		
Commission a series of public artworks to deliver the Eora Journey: Recognition in the Public Domain program, as part of the City Art Public Art program	The City has completed 4 of the 7 public art projects in the Eora Journey; Recognition in the Public Domain program, originally curated by Hetti Perkins, and now by Eora Journey Curator Emily McDaniel with 'bara', Monument for the Eora by artist Judy Watson completed in 2023. Yananurala is in development with artist Lucy Simpson who also designed 'Sitelines and Conversations'. Community consultation and a head contractor in the process of being procured for delivery of the artwork. The project is being developed and delivered in partnership with Place Management NSW, Royal Botanic Gardens and project partners including cultural institutions.	**On Track**

8.2 We value our cultural life and champion our creative industries

Major Programs	Progress To Date	Status
Enable artists to participate in shaping our city		
Deliver the City Art public art program by commissioning temporary and permanent public art works and maintaining, conserving and communicating the City Art Public Art Collection	In Green Square under the guidance of Curator Amanda Sharrad, the Connecting Project 'Here is Here. And Everywhere' by Tobias Rehberger is currently in construction. Delivery of the City's Eora Journey Recognition in the Public domain program continues with Curator Emily McDaniel's guidance. Lucy Simpson's artwork for 'Sitelines and Conversations' is out to tender delivery. The City's maintenance and conservation programs are ongoing. A project to conserve the Annette Kellerman Murals in Cook and Philip Park Pool has commenced with procurement of relevant expertise underway. Conservation of the Tank Stream Fountain will commence in this quarter as will conservation of Llanekelly Place Lights. Stabilisation, structural works and minor conservation works are have been completed for the Woolloomooloo Murals project. The Culture Walks App, which contains a number of self guided public art walks is being advertised on QMS panels.	**On Track**
Invest in local creation and production		
Provide opportunities through our cultural funding and programs to increase creative participation, enhance creativity in the public domain and strengthen the local cultural and creative economy	This year, 157 Cultural grants were provided. Support to increase creative participation and enhance creativity through our grants program includes project supported through the Aboriginal and/or Torres Strait Islander Collaboration Fund, Creative grants, Festivals and events, Innovation and ideas, Quick response, Street banner, and Venue hire support grants. This includes support for Moogahlin Performing Arts to deliver a production of Healing Scars by Warren Mason, a live Carriageworks performance exploring First Nations intergenerational healing from injustice through music and storytelling, led by a Yuwalaaraay composer and performer for diverse community audiences. Space was provided to cultural organisations through our Accommodation grant program for long term use of the City's spaces which includes Jessie Street Nat. Women Library in Ultimo and Pride History Group in Glebe.	**On Track**
Reinforce Sydney as an innovative, creative, global city		
Produce an annual program of events and festivals that showcase local stories and talent internationally, champions local cultural production, and actively engages with local communities	The City continues to create opportunities for local creatives and audiences through its programs. NAIDOC in the City celebrated First Nations culture in Sydney Town Hall. Art & About delivered Soft Forest, a children's performance work and Meeras Pavilion presented a celebration of Rohingya culture coordinated by Sydney's Rohingya community. First Nations performers were programmed for each Sydney Christmas concert alongside performers with diverse backgrounds and abilities. Key creatives engaged for Sydney New Year's Eve, including pyrotechnics, soundtrack,	**On Track**

	animation and lighting are based in Sydney, showcasing local creativity to the world. Sydney Lunar Festival engaged 8 local Asian-Australian artists to design street banners.	
Record and share Sydney's stories and history		
Share Sydney's stories and history through our history and civic collection programs	Sydney's stories are shared through park signage, bespoke history hoardings in the public domain, the Civic Collection display in The Colonnade and the Model Makers exhibition at Customs House, as well as City of Sydney social media channels. Staff continue to deliver engagement programs and provide public and internal advice to share Sydney's history, heritage and culture with the community. This has included delivering public programs for History Week and Heritage Festival. Work continues to re-present history content online, including migrating the oral history collection and Sydney Aldermen biographies to the Archives and History Resources catalogue. The Barani website continues to be a major access point for Sydney's Aboriginal history, with a technical upgrade implemented to ensure that it is functional and easy to use. Historical walking tours continue to be provided via the Sydney Culture Walks app and accessible pdfs via the corporate website, with four guides and walks with an Aboriginal history focus.	**On Track**
Educate, connect with and engage the community		
Deliver an inclusive, welcoming cultural program within City operated cultural venues	The City delivered a diverse and inclusive cultural programs across libraries, community centres, the Makerspace and Pine Street Creative Arts Centre. A total of 353 programs engaged more than 4,000 participants across multiple venues, with strong community feedback: - 89% said the programs inspired their creativity - 87% agreed activities were well delivered. - 88.5% said they felt welcomed, demonstrating the success of creating safe, accessible environments - 78.5% said they felt part of a community, highlighting the program's ability to foster belonging. - 65% said they got to know people different from themselves, supporting greater social connection and cultural exchange. Programs reflected the City's diversity, including lion dancers for Lunar New Year celebrations, NAIDOC Week performances, and Heritage Festival events. The Makerspace featured creative coding, 3D design, and game development programs. Storytellers programs included If Words Could Speak at Darling Square Library and In My Neighbourhood at St Helens Community Centre.	**On Track**
Support the creative sector		
Undertake research to support the creative sector to advocate for and address identified needs	Research partnerships with the University of Canberra continue, as does subject specific research using the Floor Space Employment Survey and Census. A research briefing, using this information, was provided to creative sector leaders as part of the Creative Leaders Exchange program.	**On Track**
Contribute to local and international cultural networks to gain insights that benefit local culture	The City has supported the development of the Creative Production Spaces NSW, a group of entrepreneurs managing creative spaces, to facilitate sector advocacy and peer led learning. The City also hosted the first meeting of the Creative Leaders Exchange, to further support local cultural professionals living and working in NSW.	**On Track**

Invest in local creation and production											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Cultural grants approved by the City of Sydney (excluding major events)	$ '000	2,715.23	3,742.76	-	2,021.2	681.58	47.97	49.86	2,800.62	This year, 99 Cultural grants were provided by the City. These projects were supported through the City's Aboriginal and/or Torres Strait Islander Collaboration Fund, Creative grants, Festivals and events, Innovation and ideas, Quick response, Street banner and Venue hire support grants	Indicator Only
Cultural grants approved by the City of Sydney to Aboriginal and Torres Strait people, groups and organisations (excluding major events)	$	-	-	-	76,917	46,700	0	32,050	155,667	This year, 9 grants were provided for Aboriginal and/or Torres Strait Islander individuals, groups and organisations. These projects were supported through the City's Aboriginal and Torres Strait collaboration fund, Creative grants, Festivals and events, Quick response and Venue Support Grants.	Indicator Only
Creative personnel supported by City of Sydney programs	No.	13,254	12,345	-	-	6,910	-	7,177	14,087	Creative personnel have been engaged primarily through Creative Spaces programs, Major Events and Cultural programs.	Indicator Only

8.3 An increasing number of creative workers live or work in the city

Major Programs	Progress To Date	Status
Enable creative and cultural operators to locate in Sydney		
Deliver programs that support cultural organisations and creative businesses to employ creative workers	Up to 139 creative and cultural organisations were supported in City owned spaces, employing 114 full-time, over 120 part-time and nearly 400 casual staff, delivering over 1,200 events over the year. An average of 2,400 artists or creatives were showcased, exhibited, performed or rehearsed in these spaces each quarter. Through the annual grants programs, the City provides financial support to cultural organisations to employ artists in the delivery of their projects. The 5 creative festivals, Sydney Fringe, Biennale of Sydney, Sydney Film Festival, Sydney Writer's Festival and Sydney Festival, collectively employed over 1,800 artist and creative workers this year. Other creative grant programs supported ensured artists were renumerated for their work. This included Belvoir Street Theatre's 25A Emerging and Independent Artist Program, paying 154 artists for their new works; Bakehouse Theatre contributing income to 184 artists and Sydney Women's International Jazz Festival employing a record 142 musicians and creatives.	**On Track**

8.4 Sydney's cultural life reflects the diversity of our communities		
Major Programs	**Progress To Date**	**Status**
Engage diverse cultural workers and connect with diverse audiences		
Deliver cultural programs and events that represent the cultural and social diversity of the community	The City's events are programmed with a diverse range of performers and artists. NAIDOC in the City 2025 was presented by Indigenous Social Enterprise, We Are Warriors, featuring artworks from First Nations artists and a lineup of First Nations artisans and musicians. Capital works launches in Oxford Street and Andrew Boy Charlton swimming pool were curated to reflect the demographic and character of those communities. The opening of the Green Square Public School featured an artwork by Blak Douglas who performed Yidaki and storytelling at the launch. Sydney Streets events in Glebe, Potts Point, Redfern, Darlinghurst and Pyrmont included a diverse make up of artists and performers drawn from those precincts. All Sydney Christmas events included at least one First Nations artist, artists with disability and artists from varied cultural backgrounds. Sydney NYE featured a Calling Country segment curated by Yuin artist, Nooky with artworks and music by First Nations artists.	**On Track**
Encourage greater diversity in creative workforce and leadership		
Provide support to a range of cultural groups that reflect the diversity of our communities	Through various creatives spaces programs, the City supports 7 First Nations creative and cultural organisations, and 10 organisations representing and advocating for culturally, linguistically and socially diverse communities. Our Creative Grants program continues to support engagement with diverse communities in project outcomes. These include the Australian South Sea Islanders' traditional embroidery sewing circles; Sound Sorcery featuring women/gender diverse people from LGBTQIA+, CALD backgrounds; The Worlds within Worlds concerts featuring Arabic and Middle Eastern instrumental music and the Word Travels annual Story Week Festival showcasing 72 artists from diverse cultural backgrounds.	**On Track**

8.5 There is an increased supply of accessible creative space		
Major Programs	**Progress To Date**	**Status**
Encourage investment in new creative space		
Investigate and advocate for innovative partnerships, financing models and revenue streams to support the delivery of new cultural infrastructure at scale	The Committee for Sydney has delivered a study that investigates the feasibility of a Creative Land Trust (CLT) for Sydney, in line with a 2024 Resolution of Council. This project is underpinned by a working relationship with Create NSW, which includes potential joint investment of seed funding and property into a CLT if it is found to be feasible. Fern Advisory led a project time to propose a feasible model and recommendations informed by primary research with precedent organisations from other jurisdictions, in-depth financial modelling and a real property case study from the City's portfolio. The City and NSW Government are currently considering the recommendations from this study. Ongoing work includes research into mechanisms for providing affordable creative workspace through the planning system.	**On Track**
Retain and increase the supply of creative space in City of Sydney properties		
Deliver affordable space to the creative sector in City owned properties	There are currently 8 apartments leased through the Creative Live Work Program, 24 cultural spaces leased or licensed through the Accommodation Grant Program and 4 cultural spaces licensed through the Short Term Empty Properties program.	**On Track**

Enable cultural infrastructure through planning policies		
Support, monitor and evaluate the delivery of cultural space incentivised by the Oxford Street planning controls	No development applications proposing cultural and creative floor space are currently under assessment by the City of Sydney within the Oxford Street Precinct.	**Watch**

Retain and increase the supply of creative space in City of Sydney properties

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Creative organisations in creative spaces supported by the City of Sydney	No.	72	96	-	79	81	139	139	139	The City provided 43 spaces to up to 139 creative and cultural organisations through the Accommodation Grants program, Creative Live / Work Spaces program, Short Term Empty Property program and Venue Hire Support program this year.	Indicator Only
Rent concessions given by the City through the accommodation grants program – leases for cultural initiatives	$ '000	3,130.55	2,438.27	-	683.67	595.52	593.75	784.31	2,657.25	This includes revenue forgone through the Accommodation Grants Program for cultural initiatives including organisations such as the Jessie Street National Women Library in Ultimo and Pride History Group in Glebe.	Indicator Only

SD09 A transformed and innovative economy

The city maintains its position locally, nationally, and internationally as a destination for business, investment, and talent. Innovation is central to the economy resulting in transformation across all industries. Wealth and benefits are shared equitably

9.1 An expanding innovation economy supports Sydney's future prosperity		
Major Programs	**Progress To Date**	**Status**
Collaborate to develop and promote sector specialisation and clustering		
Work collaboratively with the NSW Government, other agencies and organisations to drive place-based innovation including Tech Central	We are working collaboratively with precinct partners to position the Tech Central area as the driver of place-based innovation in Australia. We meet monthly with Investment NSW and are exploring formalised partnership models with anchor institutes. Our Economic Development Strategy 2025-2035 provides a place-based approach to economic development that supports the Tech Central innovation district. The strategy also includes a Momentum Building Project, "Unlocking Tech Central via Broadway" which specifically targets improving the performance of Tech Central. In September 2025 Investment NSW released the Tech Central Economic Development Strategy which the City contributed to and is identified as a delivery partner for strategic outcome 4 relating to improvements in place. This strategy will build on the NSW Government's Industry Policy and Innovation Blueprint which were also released in 2025.	**On Track**
Collaborate to position Sydney as an innovative global city		
Work collaboratively with relevant organisations to help promote Sydney to potential investors, global companies, entrepreneurs, researchers and talent	The City collaborates with Investment NSW to support broader investment attraction efforts, including on Tech Central as Australia's premier innovation precinct. We also continue to work closely with Business Events Sydney to support the attraction of domestic and international business events for Sydney for the period 2025-2028. The City also hosts a number of international delegations, often specifically interested in investment or innovation opportunities in the City of Sydney.	**On Track**
Foster a culture of entrepreneurship through knowledge sharing, festivals, network building and active promotion of experimentation	The City has supported organisations through the Business sector support, Innovation and ideas and Festival and events grant programs to deliver projects that foster a culture of entrepreneurship. This included support for Pride Business Association (NSW) Incorporated to deliver a business fair on Oxford Street exclusively showcasing LGBTQIA+ businesses during Small Business Month, for the Indigenous Entrepreneur Network Ltd to deliver the Funding and Investment Readiness Program for Indigenous businesses and for the Australian School of Entrepreneurship to deliver a youth-led startup incubator in the local area, promoting social impact and innovation by equipping young people with entrepreneurial skills, mentorship, and networks. In addition, the City supported Welcome to Country, a local First Nations business that delivers capability programs and markets products from Aboriginal entrepreneurs from across Australia.	**On Track**
Support local businesses to transform and adopt new technologies and innovations		
Deliver and support free capacity building programs for businesses and tech startups that encourage innovation, diversification, and adoption of new technologies across emerging and priority sectors	The City's Reboot Webinar series is a free, online program for local businesses to develop capacity in innovation and adoption of new technologies. This year, 15 sessions were delivered with over 9,950 registrations. Topics included AI, meta advertising and social media. The City delivered a program of STEM careers workshops for women and gender diverse people, young people and people with disability. In addition, the City provided support to projects that assist local businesses to adopt new technologies through the Business sector support, Festivals and events and Innovation and ideas grant programs. This included support for Regen Sydney Ltd to showcase place-based regeneration and foster local green economic transformations and for Curiosity Centre Pty Ltd to share strategies from Sydney's top startups through toolkits, case studies, and live sessions with emerging founders to empower them to build scalable companies.	**On Track**

Support local businesses to transform and adopt new technologies and innovations											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Economic grants approved by the City of Sydney	$ '000	1,372.97	1,274.22	-	1,751.55	518.99	250	0	2,520.53	This year, 45 Economic grants were provided. These projects were supported through the City's Aboriginal and/or Torres Strait Islander Collaboration fund, Business sector support, Festival and events, Innovation and ideas, Haymarket Activation and Dixon Street improvement Grants.	Indicator Only

9.2 The transition to a net zero economy offers new economic opportunities		
Major Programs	**Progress To Date**	**Status**
Encourage and promote innovation and commercialisation of research		
Encourage innovation and business sector growth in green and sustainable industries, including through Greenhouse Climate Tech Hub	The City provided a total of $2,918,994 in rent abatement to Greenhouse through the Accommodation grant program to operate a climate tech focused innovation hub situated at Circular Quay. During this period Greenhouse have hosted over 260 events for green and climate tech startups including the launch of the Catalysing Climate Capital Report, the Local Government Net Zero and Resilient Communities Summit, an event for the Green Building Council of Australia, the Blended Finance Roundtable, Crunching the Climate Capital Stack and the Better Data Centres Forum.	**On Track**
Promote and support development of local net zero and circular economies		
Explore opportunities to position Sydney as a regional hub for sustainable finance, in collaboration with the NSW Government, Australian Sustainable Finance Initiative, and other key stakeholders	Our Economic Development Strategy 2025-2035 prioritises the transition to a green and circular economy to support Sydney becoming a regional hub for sustainable finance. Greenhouse Climate Tech Hub at Circular Quay is operating and fostering the growth of sustainability-focused tech companies and provides a platform to attract more sustainable finance to Sydney. Its services for sustainability-focused start-ups include building business skills, connecting start-ups to investors and venture capital, and hosting major events including the 2026 Sydney Climate Action Week (CAW). CAW is supported through grant from the City of Sydney. We continue to support Greenhouse through a grant to position Sydney as a sustainable finance hub. In March 2025, CAW included an event to help founders understand the climate capital stack (a layered mix of financing sources used to fund climate technology companies and infrastructure projects). Greenhouse released a report in 2025 that will inform a capability building and financial instrument pilot program that they will deliver in year 2 and 3 of the 3-year grant. This program has been postponed to year 3 as Greenhouse attempts to secure partnership with a major bank, which will increase reach and pathways for funding. We are working with the Australian Sustainable Finance Institute (ASFI) to deliver a modified year 3 of programming for sustainable finance in Sydney under their business sector support grant, which will be delivered later in 2026. We continue to explore opportunities for collaboration on sustainable finance with the NSW government.	**On Track**

Facilitate the growth of net zero or circular economy markets to provide greater business opportunities and reduce costs	The City of Sydney supported Greenhouse Climate Tech Hub at Circular Quay is operating and fostering the growth of Sydney's net zero and circular economy startups. Its services for sustainability-focused startups include building business skills, connecting startups to investors and venture capital, and hosting major events. The City of Sydney released the Waste reduction and circular materials strategy 2026-2035 and in July 2026 a new Environmental Grant was introduced. Open to not-for-profits (such as business chambers or Uptown precincts), the grant includes a Circular Materials category that can fund the creation of services and systems for sharing, reusing, repairing, refurbishing and repurposing products or materials. To further support businesses to cut costs, reduce waste and build resilience, the City of Sydney released its online "introduction to the circular economy" training program for SMEs. The course aims to improve SMEs' understanding of circular economy principles and provide practical, general advice on how these principles can be incorporated into business operations.	**On Track**
Build the capacity of local business to adapt their operations and benefit from the transition to a net zero and circular economy future	The City launched the Introduction to the circular economy online training program for local businesses. The program includes practical and actionable resources to support small businesses from key industry sectors to transition to a net zero and circular economy future. To date, 4,400 people have accessed the online course. To support further engagement, during October and November the City hosted 3 sector-specific live online sessions, which were attended by 50 businesses. The sessions included presentations from local retail, hospitality and professional services organisations, showcasing examples of best-practice approaches to circularity in the City of Sydney LGA. In addition, the City provided support through the Innovation and ideas grant program for Greenhouse to deliver Climate Action Week Sydney. A total of 228 events were held across 150 venues with 13,350 tickets sold across these events.	**On Track**

9.3 An inclusive city economy provides opportunities for everyone to participate and share in its prosperity

Major Programs	Progress To Date	Status
Collect, analyse and share data		
Provide demographic and economic development information to enable enhanced community decision making	The City provides public data, reports, and commentary on housing stock; residential, commercial, and visitor accommodation development; community wellbeing; employment, business mix, and floorspace trends; and Census data and population forecasts. These are published on the City's website and/or datahub.	**On Track**
Support Indigenous enterprises, social enterprises and for-purpose businesses		
Implement the Eora Journey Economic Development Plan by engaging with Aboriginal and Torres Strait Islander businesses to facilitate and deliver access to appropriate funding, space, skills development programs and employment opportunities	The City continues to undertake a range of internal and external projects to improve our ability to support Aboriginal and Torres Strait Islander businesses. This includes the finalisation of a quantitative research project with the Dilin Duwa Centre for Indigenous Business Leadership to investigate the number of Aboriginal and Torres Strait Islander businesses based or operating in the City of Sydney, including breakdown by business size, age, and sector/industry. The City also continues to collaborate with peak bodies to upskill staff involved in procurements. This includes staff training sessions with Supply Nation and the development of new data reporting through PowerBI of all live contracts with First Nations businesses.	**On Track**

Collect, analyse and share data

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Turnover of the core night-time economy (food, drink & entertainment businesses)	$Bln	6.14	6.4	-	-	-	-	-	-	Data for FY2025/26 is not available at the time of publication. Data for 2024/25 has become available and is updated here.	Indicator Only

9.4 Creativity and great experiences fuel the vitality of the city		
Major Programs	**Progress To Date**	**Status**
Encourage activation of places and precincts		
Activate local precincts through fostering collaboration within the business community and investment in year-round creative programming	The City has provided support to projects that strengthen business collaboration and deliver creative programming in local precincts through the Business sector support, Festivals and events, Haymarket activation and Dixon Street improvement grant programs. This included support for the Chinatown Comedy Club to promote local artists and the nighttime economy and for the Hollywood Quarter Inc to drive business collaboration and marketing. The City delivered 7 Sydney Street events in Potts Point, Glebe, Surry Hills, Haymarket, Redfern, Darlinghurst and Pyrmont, with more than 160 businesses and community organisations participating in the events. Of the 41 businesses and organisations that completed the post-event survey, 79% agreed or strongly agreed the events were well produced and presented and 81% agreed or strongly agreed the events helped them feel more connected to community. Across the 7 events, over 450 attendees were surveyed, with 96.5% rating their overall experience as good or excellent.	**On Track**
Advocate to support nightlife and entertainment		
Monitor planning and regulatory frameworks and engage with the NSW Government to support nightlife and entertainment	The City continues to monitor planning legislation and regulatory frameworks that support a vibrant and diverse nightlife. This includes providing feedback and advice to the NSW Government on regulatory barriers affecting the night-time economy, the impacts of the vibrancy reforms, and issues related to venue and event noise complaints. The City is a member of the NSW Government's 24-Hour Economy Advisory Panel and participates in the NSW Office of the 24-Hour Economy Commissioner's Community of Practice Working Groups providing advice and guidance on developing and promoting a safe, connected and equitable 24-hour city.	**On Track**
Support and promote the experience economy		
Invest in, support and promote festivals and events that attract local and global audiences which contribute to Sydney's vibrancy and economy	Major festivals, including Sydney Writers Festival, Sydney Fringe and Biennale drew a large contingent of local and international artists and audiences this year. The 50th Sydney Festival delivered over 100 international and locally produced events in a diverse, city-wide program of theatre, music, dance, and installations attracting an audience of over 210,000. Sydney Gay and Lesbian Mardi Gras featured over 120 community events including the flagship Parade along Oxford and Flinders Street attracting 12,000 marchers. The Biennale of Sydney, curated by Hoor Al Qasimi launched its 25th biennial event in March which included over 80 artists, collaborations, and collectives and attracted over 777,000 visitors. Antenna Documentary Film Festival delivered over 50 documentaries from 18 countries and Sydney Film Festival presented 248 films from 81 countries. Both film festivals reported record crowds this year.	**On Track**
Collaborate with relevant visitor economy peak bodies and agencies to rebuild and promote the visitor economy, with particular focus on Sydney experiences, tourism and international education	The City continues to work with Destination NSW (DNSW), Placemaking NSW (PMNSW), Office of the 24-Hour Economy Commissioner (O24HEC), Department of Creative Industries, Tourism, Hospitality and Sport (DCITHS), Study NSW, and the wider Sydney visitor economy sector to support a quality destination experience. Discussions included better integration of visitor products and services into the Culture Station located at Circular Quay to meet the visitor needs. The Culture Station is operated by the visitor services team from the Sydney Opera House and promotes cultural opportunities and other visitor experiences. The City continues to deliver visitor services including the Destination Ambassador volunteer program and the Roaming Ambassador program at Circular Quay, Overseas Passenger Terminal and White Bay Cruise Terminal. In the year to March 2026: • 13 million domestic visitors to Sydney, 33.8 million overnight visits. • 3.9 million international travellers an increase in 8.4% compared to the previous year. The number of nights spent in Sydney also increased 6.4% and expenditure was up 17.6% (year on year) to $13.9 billion	**On Track**

	The City continues to support the International Student Welcome Desk at Sydney Airport, coordinated by Study NSW. Over 14,115 volunteer hours were provided by nearly 900 students in 2025, assisting nearly 11,000 newly arrived international students. Over 233,000 international students were enrolled in the Sydney and Inner south area (Jan-Dec 2025) predominantly from China, Nepal, India, Bangladesh, Vietnam and Indonesia.	
Develop and deliver tourist information services to meet visitor requirements	The City continues to deliver face-to-face visitor services including the Destination Ambassador volunteer program and the Roaming Ambassador program at Circular Quay, Overseas Passenger Terminal and White Bay Cruise Terminal.	**On Track**
Enhance Sydney's reputation as a global study destination by providing opportunities for students to participate in all aspects of city life	The City continues to deliver programs that welcome international students, support their wellbeing, and enhance their employment outcomes. In November 2025, the City hosted 'Christmas in the City: an International Student Festive Walk'. 53 international students attended or volunteered at the event, with 100% of attendees reporting the event made them feel more included in the Sydney community and 90% of attendees made a new connection. On 1 April 2026, the City hosted the 2026 Lord Mayor's Welcome for International Students, attracting 959 participants, including 889 students from 94 countries and 15 education institutions. The event featured addresses from the Lord Mayor and Investment NSW representative Rebecca McPhee. A total of 30 stallholders, including education providers, community organisations, and City services, engaged with students to support their integration and raise awareness of services that enhance their study and life in Sydney.	**On Track**

Support and promote the experience economy

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Economic impact of business events and conferences secured	$M	47.9	100.38	-	17.96	5.3	66.46	17.16	106.88	In FY25/26, BE Sydney secured 28 events with an estimated 92,810 delegate days	Indicator Only
Grants approved by the City of Sydney for major events and festivals	$ '000	6,540.38	6,445.04	-	700	4,268.62	472.07	1,138.66	6,579.35	This year, 12 grants were provided by the City	Indicator Only
Domestic visitors – average number of nights stayed in City of Sydney local area	No.	2.69	2.37	-	-	2.03	-	2.07	2.07	The source methodology for this measure has changed to a rolling year to date. Because of this we have needed to change the frequency of reporting on this measure to annually in June (commencing FY 2026/27). Data for FY 2025/26 is now available and has been updated	Indicator Only
International visitors - average number of nights stayed in City of Sydney local area	No.	13.99	14.28	-	-	16.10	-	16.01	16.01	Reported biannually. Data for Q4 2025/26 was not available at the time of the 17 August committee meeting. Data is now available and has been updated	Indicator Only
International visitors – staying overnight in the City of Sydney local area	No	2,043,269	2,335,972	-	-	1,353,430	-	1,213,880	2,567,310	Reported biannually. Data for Q4 2025/26 was not available at the time of the 17 August committee meeting. Data for this period is now available and has been updated	Indicator Only
International students studying in the local area	No.	214,643	231,796	-	-	-	-	233,192	233,192		Indicator Only
Sydney's position on the Global Destination Sustainability Index	No.	29	10	-	-	7	-	-	7	Reported annually in December. Data for FY25/26 has been revised	ator Only

9.5 Unique local neighbourhoods and the global city centre support thriving economic activity		
Major Programs	**Progress To Date**	**Status**
Promote economic activity and distinct and diverse local places		
Support the implementation of the Oxford Street LGBTIQA+ Place Strategy	The Oxford Street Pride Charter continues to promote inclusivity and celebrate Oxford Street's LGBTIQA+ history. The Charter includes specialised security and free online diversity and inclusion training for local businesses. The PrideVis program, a key initiative of the Charter, continues to equip security staff with pride-flag vests to enhance safety and visibility. In August 2025, the City approved $35,000 in cash funding to the Rainbow Precinct to assume ownership of the Charter and continue its promotion and implementation.	**On Track**
Support the implementation of the Haymarket and Chinatown Place Strategy	The City held Haymarket information sessions in July 2025 and February 2026, which were attended by a total of 80 local business owners and community members. City staff presented updates on projects being delivered through the Haymarket and Chinatown Revitalisation Strategy, including the Dixon Street public domain upgrade, Belmore Park upgrade and Haymarket grant programs. In August 2025, the public domain upgrade of Dixon Street commenced. To support local businesses during the works the City produced and distributed "Support Local" posters for display in shopfronts, and launched a photo campaign featuring local businesses on QMS advertising boards in the area.	**On Track**
Facilitate the assessment, approval and installation of infrastructure for eligible businesses for on-street alfresco dining	During the year, the City installed 26 new on-street dining locations throughout the LGA. Over January to March, Council exhibited the draft Outdoor Dining Guidelines which include provision for the City to convert temporary on street dining areas to permanent footpath extensions without concrete barriers.	**On Track**
Support place-based approaches to promote the growth of thriving local places and economies	The City has supported projects that promote vibrant, safe and sustainable precincts through the Business sector support, Innovation and ideas, Festivals and events, Haymarket activation, and Dixon Street improvement grant programs. This included funding for the Night Time Industries Association to deliver Night Pulse, a data-driven survey of night-time economy consumers in the City of Sydney local area, for Rainbow Precinct Inc. to deliver marketing, activations and events celebrating LGBTIQA+ history and culture, and for the Thai Town Business and the Thai Community Association to undertake research to strengthen Thaitown's cultural identity and inform future placemaking initiatives. In addition, support was provided to Organic Food Markets to deliver weekly day and night markets in Taylor Square with funding directed to employing diverse musicians and artists.	**On Track**
Diversify our economy		
Support development of diverse, inclusive, and sustainable 24-hour places in collaboration with local stakeholders and the NSW Government	The City continues to work with the NSW Office of the 24-Hour Economy Commissioner on initiatives that support a diverse, vibrant and inclusive nightlife. These include the Uptown Program, Purple Flag Accreditation Scheme and the NSW 24-hour Economy Strategy. During the year, 3 precincts within the City of Sydney applied for Purple Flag accreditation. In early 2026, Chinatown in Haymarket received their accreditation with the remaining two precincts currently being assessed. In addition, YCK Laneways successfully renewed their Purple Flag accreditation.	**On Track**

SD10 Housing for all

This is a city where everyone has a home. Social, affordable, and supported housing is available for people who need it. High-quality housing is available for everyone

10.1 People sleeping rough or at risk of homelessness have access to adequate accommodation, services and support to meet their needs		
Major Programs	**Progress To Date**	**Status**
Work with others to improve systems to reduce homelessness		
Advocate for innovative responses, and build the capacity of non-government services and the community to contribute to preventing and reducing homelessness	The City of Sydney continues to advocate for the needs of individuals experiencing homelessness through a range of activities including: • chairing and minuting the Aboriginal Case Coordination Group, Homeless Assertive Outreach Response Team (HART), Non-Resident Case Coordination Group, Local Government Homelessness Communities of Practice and Sydney Zero Leadership Team • regular communication with charity services to ensure compliance with the City of Sydney's Mobile voluntary services guidelines • regular meetings to improve heat responses for people experiencing homelessness, along with 2 activations of the Cooling Hub with St Vincent's Health • participation in the Sydney Zero Action Group (SZAG) and advocacy with Homes NSW on current barriers to access of temporary accommodation and women's housing • presenting at the Homelessness NSW conference • regular collaboration meetings with sector colleagues including Homes NSW, NSW Health, Police and specialist homelessness services	**On Track**
Partner and support the delivery and coordination of services to link people sleeping rough with services and support	The Homelessness Assertive Outreach Response Team (HART) coordinated by the City and HOMES NSW continued weekly patrols and place-based operations to ensure a coordinated approach to safe, supported long-term housing. The HART has engaged with 7,711 people since March 2019, and 518 people have been housed since March 2017. Highlights include: •150 people assisted to exit homelessness and 100 people prevented from entering homelessness as a result of City funded programs • 284 outcomes at the Woolloomooloo Integrated Support Hub (WISH) for people experiencing or at risk of homelessness • chaired the Sydney Zero Leadership team and continued integration of the By Name List into case coordination systems • continued to support 'Health Pop up hub' to improve access to healthcare for people sleeping rough • continued to attend and support Health Coordination Meetings to improve coordination and delivery of health services to people and areas of need.	**On Track**
Monitor trends in inner city homelessness and services		
Monitor patterns of homelessness, and services available for people sleeping rough to identify gaps and trends	296 people were counted sleeping rough across the local government area during the City's summer street count in February 2026. This represents a 14 percent decrease when compared with February 2025. There were also 348 people occupying crisis and temporary accommodation beds. The City's Public Space Liaison Officers provide partner services, including the Homes NSW and NSW Health, with information on the needs of people street sleeping, and the numbers of people that need support.	**On Track**

Work with others to improve systems to reduce homelessness											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
People assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No.	211	230	-	39	20	33	58	150	This reduction is reflective of an increase in the complexity of presentations, limited housing stock (Waterloo redevelopment) and no pathways to alternate housing (rehab, mental health beds).	Indicator Only
People prevented from becoming homeless through the City of Sydney supported brokerage program	No.	174	170	-	30	32	38	17	117		Indicator Only

Monitor trends in inner city homelessness and services											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
People sleeping rough in the City of Sydney local area on the night of the annual street count	No.	280	346	-	-	-	-	296	296		Indicator Only
People in crisis or short term accommodation in the City of Sydney local area on the night of the annual street count	No.	392	380	-	-	-	-	348	348	Available accommodation was at 96.82% capacity on the night of the street count.	Indicator Only

10.2 The supply of well maintained, safe, secure and sustainable social housing is increased to support our communities

Major Programs	Progress To Date	Status
Support initiatives for safe neighbourhoods		
Provide and support community capacity building initiatives in social housing neighbourhoods	The City delivered 2 Pet Day events attracting over 1,100 residents and providing free health services to over 550 companion animals. As part of EmergencyRedi Week, the City hosted a Waterloo Heatwave Preparedness event with local services attracting over 100 residents. In Glebe, the City supported a heat preparedness workshop delivered by Red Cross and coordinated by the Forest Lodge and Glebe Groups. The City partnered with Counterpoint Community Services to deliver Summer on the Green, bringing together over 500 social housing residents from Waterloo and surrounds. In addition, the City produces a bi-monthly newsletter for social housing residents providing local news and community safety information.	**On Track**
Collaborate with partner agencies to support social housing residents		
Work in partnership to enhance the safety, liveability and amenity of social housing communities and properties	The City works with residents, community organisations, Homes NSW and other government agencies through five Neighbourhood Advisory Boards to improve safety and amenity within social housing estates in Redfern, Waterloo, Surry Hills, Woolloomooloo and Glebe. A workshop was hosted with residents and Homes NSW to strengthen tenant participation. The City collaborated with Homes NSW and Sydney Local Health District to deliver the Redlink Health and Wellbeing Day which provided residents with access to local health resources, advice and programs. The City supports Clean Up Australia through a Community services grant to deliver monthly activities with social housing residents in Redfern and Waterloo to enhance neighbourhood health and safety. During the year the City convened monthly Social Housing Operations Meetings with Homes NSW.	**On Track**

Support people during urban renewal projects		
Support communities to participate in social housing redevelopment projects	The City supports 3 local organisations to provide social housing residents with legal advice, community programs and culturally safe support, advice and advocacy for Aboriginal and Torres Strait Islander households impacted by relocation as part of the Waterloo South Redevelopment. The City continues to participate in the Waterloo Redevelopment Group to hear community issues, raise concerns and advise the Waterloo South project team, in addition to coordinating monthly meetings with Homes NSW to discuss the Waterloo South redevelopment, including relocations. Office AU's feasibility study to retain and repair the Waterloo high-rise towers as an alternative to demolition was released. The project was funded through the City's Innovation and ideas grant program and informed by consultation with social housing residents.	**On Track**
Advocate to increase supply, mix and quality of social and affordable housing		
Advocate to ensure that the renewal of the housing estates are well planned and deliver improved social housing outcomes	The City consistently advocates that the renewal of the housing estates are well planned and deliver improved social housing outcomes. The City is currently engaging with the NSW Government on planning for Waterloo Estate South and made a submission to the Concept Plan.	**On Track**

Advocate to increase supply, mix and quality of social and affordable housing											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Social housing dwellings in the City of Sydney local area	No	8,867	8,869	-	-	-	-	8,835	8,835	Data for the financial year 2025/26 is now available and has been updated. 2023/24 and 2024/25 data has been revised	Indicator Only

10.3 An increased supply of affordable rental and diverse housing supports our communities and the economy

Major Programs	Progress To Date	Status
Encourage others to supply affordable rental and diverse housing		
Review the local housing strategy following the release of NSW Government's Region and District Plan to identify opportunities to support the delivery of affordable rental and diverse housing by others	The NSW Department of Planning, Housing and Infrastructure released the draft region plan in December 2025. In response to the Lord Mayor's Minute from 15 December 2025 a discussion paper was reported to Council in March 2026 to seek feedback on ideas and proposed changes to the LSPS and Housing Strategy. The Discussion Paper has been publicly exhibited from April to June 2026 and will inform potential changes to the City's local housing strategy.	**On Track**
Support state and federal governments, the community housing sector and the private sector to increase the supply of affordable rental and diverse housing across the local government area	The City continues to support community housing providers and others to increase the supply of affordable rental and diverse housing. This year the City approved 3 grants from the Affordable and Diverse Housing Fund, including to the Metropolitan Local Aboriginal Land Council for elders housing and Property Industry Foundation. Changes to the Affordable Housing Contributions Program were approved by Council and staff continued to work with and provide advice to various organisations seeking to provide affordable and diverse housing.	**On Track**
Facilitate supply of affordable rental housing through planning controls		
Facilitate affordable rental housing through the planning system	Council approved an amendment to the City's affordable housing provisions in its LEPs and the affordable housing program in May 2026. The amendment increases contribution rates and makes changes to how the contribution requirement can be satisfied. The amendment is with the NSW Government for finalisation.	**On Track**

Facilitate supply of affordable rental housing through planning controls											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Affordable rental and / or diverse housing dwellings in the City of Sydney local area	No.	1,447	1,525	-	-	-	-	1,665	1,665	2025/26 data was not available at the time of the17 August 2026 committee meeting. This data is now available and has been updated.	Indicator Only

10.4 Our city has a mix of housing accommodating diverse and growing communities

Major Programs	Progress To Date	Status
Facilitate supply of a diverse range of housing		
Monitor the quantity of private residential and non-private residential development in the city by development phase	As at 30 June 2026 there were: • 9,986 private residential dwellings approved (48%) or under construction (52%) in the city • 2,572 non-private residential dwellings approved (78%) or under construction (29%) in the city • 4,527 private residential dwellings lodged but not yet approved in the city • 1,417 non-private residential dwellings lodged but not yet approved in the city The total development pipeline for the city includes 18,502 total dwellings. For the June quarter (Q4) there were: • 268 private dwellings completed (1,192 for the FY) • 333 non-private dwellings completed (802 for the FY)	**On Track**

Facilitate supply of a diverse range of housing											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Grants approved by the City of Sydney to support affordable and diverse housing and address homelessness	$ '000	1,349.59	1,400	-	7,470	0	0	0	7,470	This year 7 grants were provided by the City to support homelessness services in the Inner City area and the development of affordable and diverse housing. This includes Aboriginal Corporation for Homeless Rehabilitation Community, Innari, Launchpad Youth Community, Neami, Metropolitan Local Aboriginal Land Council, Bridge Housing Ltd and Property Industry Foundation.	Indicator Only
New dwellings approved in the City of Sydney local area	No.	893	3,385	-	260	145	254	547	1,206		Indicator Only
Private (self contained) dwellings in the City of Sydney local area. Target of 156,000 by 2036. Baseline 121,725 June 2021	No.	123,858	125,568	-	-	-	-	126,427	126,427	2025/26 data was not available at the time of the17 August 2026 committee meeting. This data is now available and has been updated. 2023/24 and 2024/25 data has been revised	Indicator Only

Non private dwellings (boarding houses, student accommodation, residential aged care services) in the City of Sydney local area. Target of 17,500 by 2036. Baseline 15,127 June 2021	No.	16,366		-	-	-	-	17,555	17,555	2025/26 data was not available at the time of the17 August 2026 committee meeting. This data is now available and has been updated.	Indicator Only
Private dwellings that are social housing in the City of Sydney local area. Target of 7.5% by 2036 from June 2021 baseline of 8.0%	%	7.16	7.06	-	-	-	-	6.99	6.99	2025/26 data was not available at the time of the17 August 2026 committee meeting. This data is now available and has been updated. 2023/24 and 2024/25 data has been revised	Indicator Only
Private (self-contained) dwellings that are affordable rental and / or diverse housing dwellings in the City of Sydney local area. Target of 7.5% by 2036 from June 2021 baseline of 1.1%	%	1.17	1.21	-	-	-	-	1.3	1.3	2025/26 data was not available at the time of the17 August 2026 committee meeting. This data is now available and has been updated.	Indicator Only

10.5 There is an increased supply of culturally appropriate and self-determined housing for Aboriginal and Torres Strait Islander peoples

Major Programs	Progress To Date	Status
Support delivery of improved housing for Aboriginal and Torres Strait Islander communities		
Explore opportunities to support community housing providers and NSW government to deliver more culturally appropriate social and affordable rental housing for Aboriginal and Torres Strait Islander peoples	In September 2025, Council approved a grant to the Metropolitan Local Aboriginal Land Council to support development of housing for their members. Additional opportunities are being investigated.	**On Track**
Support Aboriginal and Torres Strait Islander housing providers to deliver self-determined housing outcomes	The funding agreement with the Metropolitan Local Aboriginal Land Council has been executed and the City continues to support the Elders Housing Project. Negotiations continue with Wyanga and Uniting to deliver a Frist Nations Aged Care facility at the City's Cope St public car park site.	**On Track**

Glossary

Ad valorem – a rate or charge that's calculated as a percentage of the value of a property, rather than as a fixed amount. In the NSW rating system, ad valorem rates mean properties with higher land values pay more in general rates than properties with lower land values.

BASIX – the building sustainability index, is a NSW government planning measure to reduce household electricity and water use by setting minimum sustainability targets for new and renovated homes.

B-Corp – a B Corporation (also B Lab or B Corp) is a private certification of for-profit companies of their social and environmental performance. Companies are required to seek re-certification every 3 years to retain B Corporation status.

C40 Cities – a network of the world's megacities committed to addressing climate change.

CALD – culturally and linguistically diverse is a broad, inclusive term to describe people and communities whose cultural background or first language is different to those of Australians born here generation after generation.

Canopy cover – the proportion of land area occupied by the tree's crown or canopy, or combined canopies, when visualised from directly above. It's often expressed as a percentage or the total area covered.

CBD – means central business district. The Sydney CBD is the historical and main commercial centre of Sydney. Geographically, its north-south axis runs from Circular Quay in the north to Central railway station in the south. Its east-west axis runs from a chain of parkland that includes Hyde Park, The Domain, Royal Botanic Gardens and Farm Cove on Sydney Harbour in the east, to Darling Harbour and the Western Distributor in the west.

CCAP – the climate change action plan is a web-based software application owned by Kinesis. It's designed to aggregate, analyse and report disparate urban data to measure, track, report and manage energy use and sustainability performance.

CDP – the Community Development Program is a global not-for-profit charity that runs the world's independent environmental disclosure system for investors, companies, cities, states and regions to manage their environmental impacts.

CWI – community wellbeing indicators are developed in partnership with the Institute for Sustainable Futures at the University of Technology Sydney and the McCaughey Research Centre at the University of Melbourne. These provide a critical evidence-base on changing trends and issues affecting the community over time that can inform policy development and service provision investment planning.

DA – development application for land use.

DCJ – the Department of Communities and Justice supports vulnerable people and families to participate in social and economic life and build stronger communities.

DCP – a Development Control Plan provides detailed planning and design guidelines to support the planning controls in the local environmental plans.

DPE – the Department of Planning and Environment provides services in urban and regional planning, natural resources, industry, environment, Aboriginal and social housing, and regional NSW. Previously known as **DPIE** – Department of Planning, Industry and Environment.

EEO – equal employment opportunity.

EMS – the environmental management system is designed to help manage environmental impacts and improve the environmental performance of the City of Sydney's operations.

EPA – the NSW Environment Protection Authority is the main environmental regulator for the state. Its purpose is to improve environmental performance and waste management across NSW.

ERP – the estimated residential population is the official measure of Australia's population. It's based on the concept of usual residence, developed by the Australian Bureau of Statistics for use in between each Census.

EVs – vehicles run on electric motors and battery packs instead of internal combustion engines.

GIPAA – the *Government Information (Public Access) Act 2009* gives the NSW public the right to access most government information, unless there's an overriding public interest against releasing it. This law aims to make government more open, transparent and accountable.

Greenhouse gas emissions – gases that trap heat in the atmosphere. Greenhouse gases from human activities are the most significant driver of observed climate change since the mid-20th century.

HART – the Homelessness Assertive Outreach Response Team is a partnership between the NSW Department of Communities and Justice and the City of Sydney. The team collaborates with specialist health, homelessness, and other non-government services to provide services for people sleeping rough.

ICAC – the Independent Commission Against Corruption is an independent organisation to protect the public interest, prevent breaches of public trust and guide the conduct of public officials in the NSW public sector.

IPART – the Independent Pricing and Regulatory Tribunal determines the maximum prices that can be charged for certain retail energy, water and transport services in NSW. It also reviews certain matters relating to local government, including the annual rate peg.

LED – light-emitting diode. A type of lightbulb.

LEP – local environment plans which are planning instruments that apply to the local area.

LGA – local government area.

LGBTIQA+ – evolving acronym to signify lesbian, gay, bisexual, transgender, intersex, queer/questioning and asexual people collectively.

LGN – the liveable green network aims to create a network that connects people walking and riding with the city and its village centres as well as major transport and entertainment hubs, cultural precincts, parks and open spaces.

Local area – refers to the City of Sydney local government area (**LGA**). May also be referred to as the 'City of Sydney local area', 'our local area' or 'the local area'. The area is made up of 33 suburbs wholly or partly within the LGA boundary. They are Alexandria, Annandale, Barangaroo, Beaconsfield, Camperdown, Centennial Park, Chippendale, Darlinghurst, Darlington, Dawes Point, Elizabeth Bay, Erskineville, Eveleigh, Forest Lodge, Glebe, Haymarket, Millers Point, Moore Park, Newtown, Paddington, Potts Point, Pyrmont, Redfern, Rosebery, Rushcutters Bay, St Peters, Surry Hills, Sydney, The Rocks, Ultimo, Waterloo, Woolloomooloo and Zetland.

NABERS – national Australian built environment rating system that measures the environmental performance (energy efficiency, water usage, waste management and indoor environment quality) of Australian buildings and tenancies and their impact on the environment.

Net zero emissions – balance the amount of carbon released with an equivalent amount offset by purchasing carbon credits to make up the difference.

Non-potable water – water that is not of a quality for drinking and cooking purposes, used for purposes such as laundry, gardening, car washing and cooling towers.

Potable water – treated water that is safe enough for consumption and use in kitchens and bathrooms.

PPE – personal protective equipment or clothing used and/or worn to provide personal health and safety.

Priority communities – communities that may experience heightened inequality and experience barriers to social, economic, cultural, political and environmental resources, services and support. This includes: Aboriginal and Torres Strait Islander peoples; people on low incomes; people renting including social housing tenants; people experiencing homelessness; people with disability; people with lived experience of a mental health and/or chronic condition; people over 65; young people and children under 5; new immigrants, non-citizens and refugees; people with English as a second language; people of diverse sexualities and genders and intersex people; women and girls.

Recycled water – former wastewater (sewage) that's treated to remove solids and impurities and used for non-potable water needs, rather than discharged into waterways.

Renewable energy – energy from resources which are naturally replenished on a human timescale, such as sunlight, wind, rain, tides, waves, and geothermal heat.

Resilience – the capacity to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks are experienced.

SEPP – NSW environmental planning policy, which apply across the state.

SMART – sustainability management and reporting tool used to record and report the City of Sydney's utility consumption for its buildings, parks, civic-spaces and street lighting.

SRAP – the Stretch reconciliation action plan. was adopted by the City of Sydney in 2020 and refreshed in 2025. This plan outlines our vision and action we'll take for reconciliation that values the living cultures of Aboriginal and Torres Strait Islander people, embraces the truthful reflection of their history and experiences and is dedicated to equity, opportunity and respect for Aboriginal and Torres Strait Islander communities.

SSROC – the South Sydney Regional Organisation of Councils is an association of 11 councils spanning Sydney's southern, eastern, central and inner west suburbs. It provides a forum where member councils can interact, exchange ideas and work collaboratively to solve regional issues and contribute to the future sustainability of the region.

TfNSW – the Transport for NSW is responsible for improving the customer experience, planning, program administration, policy, regulation, procuring transport services, infrastructure and freight. Previously known as **RMS** – Roads and Maritime Services.

WSUD – water sensitive urban design integrates the urban water cycle into urban design to reduce environmental degradation and improve aesthetic appeal.

Appendix 1: Status definitions for progress reports

The City uses status types to summarise the overall status or progress of the deliverable.

Programs and projects:

	On track	Watch	Attention required
Program	Activities to deliver this program are progressing as expected.	Activities to deliver this program are progressing but minor issues or risks have been identified that may impact achieving all of the goals of this work.	A significant obstacle to delivering this program and achieving all the goals of this work has been identified and action is required.
Project	Work on this project is progressing as planned.	Work on this project is progressing but there is some risk to the project schedule, budget or outcomes and monitoring is required.	There is significant risk to the project schedule, budget or outcomes and corrective action is required.

Measures:

There are 3 different types of measures which have different status reporting parameters:

Within tolerance – these measures have a target with a tolerance and the status varies based on how large the variance is from that target as detailed in the table below.

On target – these measures have a target with no tolerance parameters. The status for these measures is either on track or attention required.

Trend – these measures do not have a target or have a target that is beyond the current financial year. This measure type is used to display a trend for demand or activity. When reported the status column for these measures says “Indicator Only” and the target column displays a “-“.

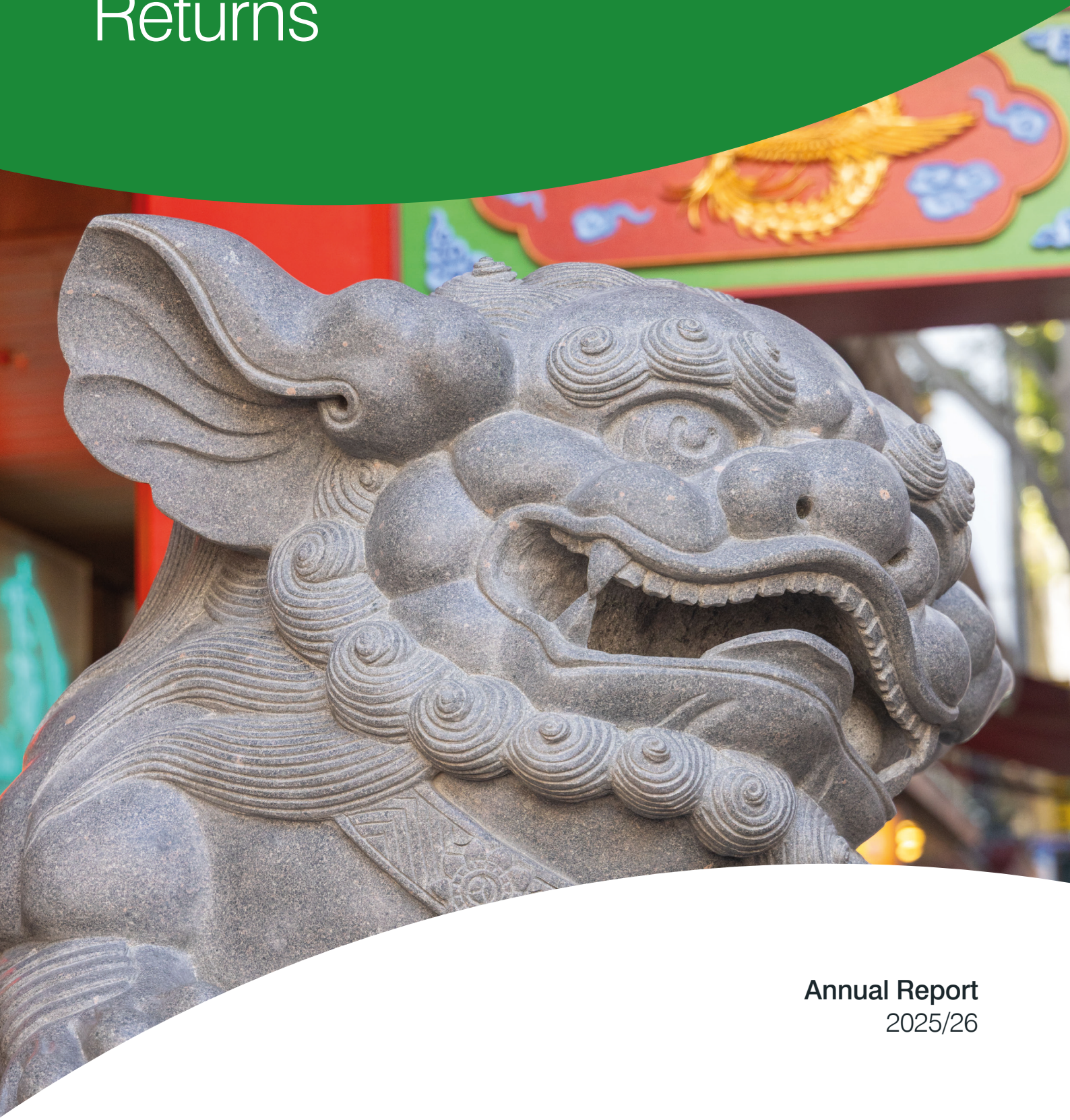
	On track	Watch	Attention required
Within tolerance	The measure result is on target or better than the target.	The measure has an unfavourable variance from target of up to 10%.	The measure has an unfavourable variance of more than 10% from target and action may be required.
On target	The measure result is on target or better than the target.	N/A - these measures do not use the “watch” status.	Any unfavourable variance from target.



Attachment C

Annual Report 2025/26 – Statutory Returns

Statutory Returns



Annual Report
2025/26

The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area.

CITY OF SYDNEY

Contents

Legislative requirements 5

Annual reporting 5
Progress report 5
State of our city 5
Report preparation 5
Financial statements 5
Other information 5
Modern slavery 6
Report publication 22
Special variation expenditure 22
Attestation specifying compliance 23
Rates and charges written off 27
Councillor professional development 27
City of Sydney advisory panels 28
Overseas visits 30
Councillors' expenses 32
Major contracts 33
Legal proceedings 42
Work on private land 44
Grants 45
External bodies exercising functions 76
Controlling interests 76
Partnerships 76
Equal employment opportunity 84
General manager remuneration 87
Senior staff remuneration 87
Persons performing paid work 88
Stormwater charge 88
Coastal protection charge 91
Companion animals 91
Environmental upgrade agreements 97
Local strategic planning statement 97
Voluntary planning agreements 100
Development contributions – planning agreements 115

Development contributions – s7.11 contributions and s7.12 levies 119
Public access to government information 124
Statistical information about access applications 136
Recovery and threat abatement plans 142
Donations – public space improvements 142
Capital expenditure 144
Service review 144
Corporate sponsorship 144
Public interest disclosures 145
Swimming pool regulation 146
Carers recognition 146
Inclusion (disability) action plan 147

Table of figures

Figure 1. Off-leash dog parks in the City of Sydney local area 92

Cover image: Chinatown gates, Haymarket. Damian Shaw/City of Sydney



The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area.

We acknowledge their continued care and protection for the lands and waters of this place since time immemorial.

Legislative requirements

Annual reporting

The City of Sydney (the City) is governed by the *NSW Local Government Act 1993* and Regulation, the *City of Sydney Act 1988*, and other relevant legislation. The information that follows meets the City's statutory annual reporting obligations. Other parts of the City's annual report are published separately and all are at cityofsydney.nsw.gov.au.

Progress report

NSW Local Government Act 1993 No.30
s 428 (1)
Essential Elements 5.1 and 5.2

An assessment of the City's progress on the objectives and targets in its delivery program and the effectiveness of the principal activities for the year 2025/26 – the delivery program 2025–2029 annual progress report – is part of the City's annual report and is at cityofsydney.nsw.gov.au.

State of our city

NSW Local Government Act 1993 No.30
s 428 (2)

The state of our city report is not required in this reporting period. This report is required to be published in the year of a local government election. The next election is scheduled for September 2028.

The City's most recent state of our city report is for the period 2021/22–2023/24 and is at cityofsydney.nsw.gov.au.

Report preparation

NSW Local Government Act 1993 No.30
s 428 (3) and (5)

This annual report has been prepared under the *NSW Local Government Act 1993* s406, Integrated Planning and Reporting Guidelines and the N*SW Local Government (General) Regulation 2021* s217 and is at cityofsydney.nsw.gov.au.

Financial statements

NSW Local Government Act 1993 No.30
s 428 (4) (a)

The City of Sydney's audited financial reports for the 2025/26 financial year are a part of the City's annual report and are at cityofsydney.nsw.gov.au.

As well as the general purpose financial statements, the financial statements include special purpose financial statements and special schedules.

Other information

NSW Local Government Act 1993 No.30
s 428 (4) (b)

This report includes other information in line with Integrated Planning and Reporting Guidelines, the *NSW Local Government Act 1993* and other requirements.

Modern slavery

NSW Local Government Act 1993 No.30
s 428 (4) (c) and s 428 (4) (d)

The City is committed to upholding human rights, ethical business practices, and responsible supply chain management. No concerns were raised by the Anti-slavery Commissioner regarding the City's operations.

The City has incorporated a modern slavery schedule into its tender and quotation documents (for contracts over $30,000) which suppliers are required to complete, and which are part of the evaluation of supplier proposals.

The City has a refreshed modern slavery policy and also has in place a 3-year implementation plan and risk management plan which together provide a roadmap of the City's future approach and commits to further development to enhance due diligence and reporting to manage and minimise the risks of non-compliance with laws and regulations in the City's supply chain. The City's report to the Anti-slavery Commissioner is below. Where reporting is optional it has been noted.

Part A.2 Procurement spend details

A.2.1 and A.2.2 Spending by category – Identified procurement spend and Total procurement spend

Guidance on reasonable steps (GRS) Due diligence level	Value of all procurements (ex GST)
Heightened	$241,275,465
Standard	$73,541,382
Light	$227,128,285
Minimal	$0
Total	**$541,945,131**

A.2.2 Spending by category – Categories procured

Guidance on reasonable steps (GRS) Due diligence level	Categories
Heightened	Tier 1 construction, computer accessories, security services, heavy vehicle types, cleaning supplies, copiers and printers, food catering and consumables, general fleet vehicles, network hardware purchases and inventory, cleaning, uniform and workwear, other vehicle types, generators, presentation and multi-media, printer, vehicle leasing
Standard	Office worker contingent labour, damage repair and flooding, call centre, helpdesk service, roadworks, artists and artworks, government road maintenance, couriers, electrical services
Light	Building and grounds, services and maintenance, government departments – excluding medical, waste services, council waste services, landscaping and arborists, software as a service – SAAS, licensing and maintenance, event management – non educational, landscape architecture, furniture, other civil construction – general, architecture, other consulting services, vehicle parking services, liability insurances, general plant and equipment repair, real estate management services, legal support services, signage, civil engineering, industrial equipment and construction equipment hire, mobile, postage, traffic control services, educational equipment, vehicle repairs and maintenance–, business processes, water and sewer utilities, sports and recreation, fixed data, fuels and lubes, audit, quality assurance, probity and risk, lease and rental of property or building, education consultants, other it and telecommunications expenses, payments and subsidies, talent search, insurance claims excess, training expenses, land surveying, spatial, advertising related services, utilities engineering, asphalt services and suppliers, mechanical engineering, general office supplies, transaction services, vehicle insurance, archaeology and heritage, clinical and medical waste, advertising, variable, property acquisition and valuation, data provision services, market research services, educational external programs, environmental services, insurance brokerage fees, environmental compliance, audit and due diligence, operational telco and radio, ICT project management, fixed voice, media production, environmental advisory, sustainability and resilience, non-vendor/staff reimbursement, commercial print, employee professional memberships, concrete, temporary allocation – laundry, office equipment general and accessories, air travel, taxis, children’s educational and support programs, ICT risk management, compliance and security, private cloud services, live animals, interpreters and transcript services, freight carriers, towing and miscellaneous vehicle components, pest control, community grants, conferences, seminars, events and special meetings, specialist consultant, fire service and maintenance, lobbying and public relations

Guidance on reasonable steps (GRS) Due diligence level	Categories
Minimal	Not applicable

Part B Annual modern slavery reporting

B.1 Significant operational issues

Question	Response
Indicate any 'significant operational issue' that has been identified as such to your entity, during the reporting period, by the NSW Anti-slavery Commissioner, and explain the steps taken to address this issue. If the Anti-slavery Commissioner has not raised a significant issue with your entity during the reporting period, write 'None'.	None

B.2 Reasonable steps taken

1 Commit

Stakeholder engagement

Question	Response
What steps did your entity take to engage with stakeholders during this reporting period in relation to modern slavery?	The City of Sydney engaged with a range of internal and external stakeholders during this reporting period in relation to modern slavery, including: Internal – delivery of targeted modern slavery awareness and procurement training to staff involved in procurement and contract management activities, particularly those managing higher-risk procurement categories in construction and technology; – incorporation of modern slavery considerations into procurement processes for self-service procurements under $150,000 (incl. GST);

Question	Response
	– engagement with legal, governance and procurement stakeholders regarding implementation of the City's modern slavery program; and External – reported to the Audit Risk and Compliance Committee (ARCC); – engaged with the NSW Anti-slavery Commissioner's Office for advice and referral of reports not related to the City's operations or supply chains; – engaged with other councils, universities and NSW Government entities to understand their approach to modern slavery risk management and share knowledge – engaged with Local Government Procurement (LGP) and the Southern Sydney Regional Organisation of Councils (SSROC) regarding developments associated with the Guidance on Reasonable Steps (GRS) framework; – participation in external forums and knowledge-sharing activities relating to modern slavery risk management; and – attended the NSW Anti-slavery Commissioner's Building Freedom Together forum and participated in discussions with government and industry representatives to support collective efforts to address modern slavery risks.
Did you engage with external stakeholders on modern slavery risks in this reporting period?	Yes

1.2 Identify salient risks at the organisational level

Question	Response
What steps did your entity take to identify salient modern slavery risks at the organisational level (i.e. across all operational and procurement activities) during this reporting period?	The City of Sydney's approach continues to evolve in relation to developing a salient modern slavery risk assessment. The City continued to identify inherent modern slavery risks in procurement activities using the GRS Modern Slavery Inherent Risk Identification Tool (IRIT) Version 2.0. Through a review of procurement processes, the thresholds for considering modern slavery risks in procurement activities was reduced from $50,000 (incl. GST) to $30,000 (incl. GST) from February 2026, increasing the number of procurements subject to modern slavery consideration. To support implementation of the self-service procurement model for procurements under $150,000 (incl. GST), a simplified risk assessment tool was developed based on procurement categories presenting the highest modern slavery risks.
Did you conduct or update a Salient Modern Slavery Risk Assessment in this reporting period?	No

1.3 Modern slavery policy

Question	Response
What steps did your entity take to adopt a Modern Slavery Policy during this reporting period?	The City of Sydney continued to implement its Modern Slavery Policy during the reporting period. The policy, endorsed by Council and published on the City's external website in May 2025, remained supported through awareness activities and integration into procurement processes, including procurement activities under $150,000 (incl. GST).
Do you have a modern slavery policy, approved by your senior governing body (e.g. Agency Head / Secretary), in place?	Yes

Question	Response
Does your modern slavery policy include high-level targets?[1]	No

1.4 Modern slavery risk management plan

Question	Response
What steps did your entity take to adopt a Modern Slavery Risk Management Plan during this reporting period?	The City of Sydney implemented actions identified through its Modern Slavery Risk Management Plan during the reporting period, including: – updating procurement documentation to include revised modern slavery schedules aligned to procurement risk levels; – introducing a heightened modern slavery schedule for procurements identified as presenting elevated modern slavery risks for under $150,000 processes; – incorporating modern slavery considerations into procurement processes for self-service procurements under $150,000 (incl. GST); and – developing evaluation guidance to support consistent assessment of supplier responses to modern slavery requirements.
Do you have a modern slavery risk management plan, approved by your senior management, in place?	Yes
Does your plan assign accountability for performance against high-level targets to specific roles?[1]	No

[1] Optional reporting

2. Plan

2.1 Identify and map your supply-chain risks for each procurement

Question	Response
What steps did your entity take to identify and map your modern slavery risks at the supply-chain level during this reporting period?	The City of Sydney undertook the following activities to strengthen identification and understanding of supply-chain modern slavery risks: – continued use of the GRS Modern Slavery Inherent Risk Identification Tool (IRIT) to identify modern slavery risks associated with procurement activities; – reduced the threshold for applying modern slavery risk assessments from $50,000 (incl. GST) to $30,000 (incl. GST), increasing the number of procurement activities subject to modern slavery due diligence; and – developed a simplified risk identification tool focused on procurement categories presenting heightened modern slavery risks to support self-service procurement activities under $150,000 (incl. GST).

2.2 Develop a risk-reducing sourcing strategy

Question	Response
What steps did your entity take to develop a modern slavery risk-reducing sourcing strategy during this reporting period?	The City of Sydney undertook the following steps to strengthen its modern slavery risk-reducing sourcing approach: – continued use of returnable schedules in procurement documentation requiring suppliers to provide information regarding modern slavery risks and controls; – introduced risk-based schedules for under $150,000 (incl. GST) processes, including standard and heightened modern slavery schedules to align due diligence requirements with procurement risk; – continued application of the GRS Modern Slavery Inherent Risk Identification Tool (IRIT) for procurement activities, threshold for application dropped from over $50,000 (incl. GST) to over $30,000 (incl. GST), capturing more procurement activity; – incorporated modern slavery prompts and guidance into procurement documentation and procurement transformation initiatives to support consideration and assessment of modern slavery risks throughout sourcing activities.

Question	Response
In what percentage of procurement processes was modern slavery factored into your entity's sourcing strategy or other procurement planning activities during this reporting period?[2]	This data is not available.

3. Source

3.1 Select appropriate suppliers

Question	Response
What steps did your entity take to address modern slavery risks when selecting suppliers during this reporting period?	The City continued using returnable schedules in procurement documentation for procurements, the threshold dropped from over $50,000 (incl. GST) to over $30,000 (incl GST) requiring suppliers to provide information regarding modern slavery risks. The reduction in threshold increased the number of procurement activities incorporating modern slavery due diligence. During the reporting period, procurement guidance and schedules were created and updated to align with the revised GRS framework, including: – revision of standard modern slavery schedules; – introduction of a heightened modern slavery schedule for higher-risk procurements in under $150,000 processes; and – development of supporting guidance to assist with the evaluation of supplier responses to modern slavery requirements
In what percentage of competitive procurement processes were the Model Tender Clauses used during this reporting period?[2]	This data is not available.

[2] Optional reporting

3.2 Adopt a shared responsibility approach to contracting

Question	Response
What steps did your entity take to adopt a shared responsibility approach to modern slavery risks, in contracting during this reporting period?	The City's contract templates include modern slavery clauses that reflect the key principles of the GRS Model Contract Clauses and are aligned to the assessed risk level of the procurement. These clauses support a shared responsibility approach by: – requiring suppliers to cooperate in investigations relating to suspected, potential or actual breaches of modern slavery laws; – requiring both parties to support compliance with contractual obligations relating to modern slavery; and – supporting development and implementation of remediation plans where appropriate. Where non-standard supplier contracts are used, the City continues to seek inclusion of modern slavery provisions wherever possible. The City also introduced modern slavery provisions in its standard Purchase Order terms and conditions to extend modern slavery expectations across a broader range of procurement activities. This includes lower value procurements under $30,000 (incl. GST) which are generally outside the City's formal modern slavery due diligence processes, reinforcing supplier expectations regarding modern slavery risk management.
In what percentage of competitive procurement processes were the Model Contract Clauses used during this reporting period?[3]	This data is not available.

[3] Optional reporting

4. Manage

4.1 Monitor and evaluate supplier performance

Question	Response
What steps did your entity take to monitor and evaluate supplier performance relating to modern slavery, during this reporting period?	The City continued to review opportunities to strengthen its approach to monitoring and evaluating supplier performance relating to modern slavery risks. During the reporting period, this included consideration of mechanisms to support future monitoring of suppliers operating in higher-risk categories.
Has your entity required any of your Tier 1 suppliers to undergo an audit addressing modern slavery risks in this reporting period?	No
What percentage of your Tier 1 suppliers underwent an audit addressing modern slavery in this reporting period?[4]	This data is not available.
During the reporting period, what percentage of your Tier 1 suppliers' workforce were surveyed about their working conditions?[4]	This data is not available.
What percentage of your Tier 1 suppliers' workforce are temporary migrant workers?[4]	This data is not available.

[4] Optional reporting

Question	Response
What percentage of workers engaged by your Tier 1 suppliers in the last reporting period paid or incurred a fee to secure their engagement?[5]	This data is not available.

4.2 Develop supplier capabilities

Question	Response
What steps did your entity take to develop supplier capabilities relating to modern slavery risks during this reporting period?	The City of Sydney continued to use contract templates that reflect the intent of the GRS Model Contract Clauses and, where applicable, worked constructively with suppliers to incorporate modern slavery provisions into non-standard contracts wherever possible. The City continued to strengthen supplier awareness of modern slavery expectations through the use of contract clauses and procurement documentation requiring suppliers to address modern slavery risks.
What percentage of your entity's Tier 1 suppliers reported that they had participated in modern slavery training during this reporting period?[5]	This data is not available.

[5] Optional reporting

5. Remedy

5.1 Provide or enable access to effective grievance mechanisms

Question	Response
What steps did your entity take to provide or enable access to effective modern slavery grievance mechanisms during this reporting period?	The City of Sydney continued to provide and promote access to modern slavery grievance mechanisms through: – the Modern Slavery Policy and supporting reporting procedures; – awareness and training activities; – information available on the City's intranet; and information published on the City's external website regarding reporting suspected modern slavery.
How many complaints relating to modern slavery associated with your operations or the goods or services you procure were lodged during the reporting period, whether with your organisation's grievance mechanism(s) or with others?[6]	0

5.2 Take safe immediate steps to remediate deficient practices

Question	Response
What steps did your entity take to safely and immediately remedy modern slavery harms to which you were connected during this reporting period?	A report relating to suspected modern slavery was received during the reporting period. Preliminary investigations determined that the report was not related to the City's business operations or supply chains. The report was referred to the NSW Anti-slavery Commissioner for their information and to review as to any further investigations required

[6] Optional reporting

5.3 Use leverage to remediate deficient practices

Question	Response
What steps did your entity take to use leverage to remediate deficient modern slavery risk management practices during this reporting period?	No circumstances arose during the reporting period that required the City to use contractual leverage to remediate deficient modern slavery risk management practices within its supply chains.
In how many procurement contracts or arrangements was a material breach related to modern slavery formally notified during this reporting period?[7]	0

5.4 Withdraw responsibly

Question	Response
What steps did your entity take to withdraw responsibly during this reporting period, in connection to modern slavery risks?	The City did not identify any circumstances during the reporting period that required withdrawal from a supplier or contractual arrangement on modern slavery grounds.
How many procurement contracts or arrangements were terminated on modern slavery grounds during the reporting period?[7]	0

[7] Optional reporting

6. Report

6.1 Establish a victim centred reporting protocol

Question	Response
What steps did your entity take to establish a victim-centred modern slavery reporting protocol during this reporting period?	The City of Sydney has undertaken the following steps to establish a victim-centred modern slavery reporting protocol: – the modern slavery reporting procedure continues to be used and is available on the City's external and internal staff website; – the reporting procedure continues to be promoted through awareness activities and training.
Do you have a modern slavery reporting protocol in place that prioritises the interests of the victim/survivor?	Yes

6.2 Report on your modern slavery risk management efforts

Question	Response
What steps did your entity take to report on your modern slavery risk management efforts during this reporting period?	The City of Sydney undertook the following activities to report on its modern slavery risk management efforts during the reporting period: – reported modern slavery activities through established governance and compliance processes; – provided updates to relevant internal stakeholders regarding implementation of the City's modern slavery program; – reported progress against modern slavery initiatives to the Audit Risk and Compliance Committee (ARCC); and – prepared its annual modern slavery reporting in accordance with the Guidance on Reasonable Steps requirements.
Did your entity report on modern slavery in its prior Annual Report?	Yes

Question	Response
During the period, did your entity comply with its obligations to report heightened modern slavery due diligence procurements valued at $150,000 (inc. GST) or more within 45 days?	Yes

7. Report

7.1 Learn lessons from your performance and others

Question	Response
What steps did your entity take to learn lessons from your modern slavery performance and others' during this reporting period?	The City of Sydney continued to take the following steps to learn from its performance and the experience of others: – sought advice from and engaged with the NSW Anti-slavery Commissioner's Office; – participated in external forums, training and information sessions relating to modern slavery; – engaged with other councils, universities and government agencies to understand emerging practices and share knowledge; – engaged with Local Government Procurement (LGP) and SSROC regarding developments associated with the Guidance on Reasonable Steps framework and contract clauses; and – reviewed relevant policies, guidance and resources to support continuous improvement of the City's modern slavery program.
Has your entity updated its modern slavery policies or procedures based on stakeholder feedback or lessons from a grievance mechanism during this period?	Yes

7.2 Train your workforce

Question	Response
What steps did your entity take to train your workforce during this reporting period?	The City of Sydney undertook the following activities to train its workforce during the reporting period: – delivered targeted modern slavery awareness training to staff involved in procurement and contract management activities; – provided guidance to support identification and management of modern slavery risks within procurement processes; – incorporated modern slavery considerations into procurement processes for self-service procurements under $150,000 (incl. GST); and – developed updated awareness training materials and modern slavery learning modules for inclusion into the City's Learning Management System
What percentage of your workforce received modern slavery training in the period?	7.5%

7.3 Cooperate with the Anti-slavery Commissioner

Question	Response
What steps did your entity take to cooperate with the Anti-slavery Commissioner during this reporting period?	The City of Sydney undertook the following activities to cooperate with the NSW Anti-slavery Commissioner during this reporting period: – reviewed and considered Guidance on Reasonable Steps materials and associated resources; – participated in training sessions, briefings and forums facilitated by the Commissioner's Office; – sought advice from the Commissioner's Office as required; – aligned revised procurement schedules and supporting materials with guidance issued by the Commissioner; and – referred one report received by the City to the NSW Anti-slavery Commissioner where the matter was not connected to the City's operations or supply chains.

Report publication

NSW Local Government Act 1993 No.30 s 428 (5)

The annual report is at cityofsydney.nsw.gov.au.

A link has been provided to the Minister for Local Government.

Special variation expenditure

NSW Local Government Act 1993 No.30 s 508 and s 508A, and NSW Office of Local Government Special Rate Variation Guideline 7.1

In 2025/26 the City adopted the general rate increase set by the Independent Pricing and Regulatory Tribunal.

The City has no activities funded by special rate variation income.



Image 1. Participant trying archery at Ultimo Community Centre 30th anniversary open day event. Mark Metcalfe/City of Sydney

Attestation specifying compliance

NSW Local Government Act 1993 No.30
s 428(4)(b) and
NSW Local Government (General) Regulation 2021
s 216T

The City's internal audit and risk management attestation statement for the 2025/26 financial year is below.

I am of the opinion that the City of Sydney has an Audit Risk and Compliance Committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below.

Audit Risk and Compliance Committee

Number	Requirement	Compliance
1	The City has appointed an Audit Risk and Compliance Committee that comprises an independent chairperson and at least 2 independent members (section 428A of the *Local Government Act 1993*, section 216C of the *Local Government (General) Regulation 2021*)	Compliant
2	The chairperson and all members of the City's Audit Risk and Compliance Committee meet the relevant independence and eligibility criteria prescribed under the *Local Government (General) Regulation 2021* and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, and 216G of the *Local Government (General) Regulation 2021*)	Compliant
3	The City of Sydney has adopted terms of reference for its Audit Risk and Compliance Committee that are informed by the model terms of reference approved by the Deputy Secretary of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the *Local Government (General) Regulation 2021*)	Compliant
4	The City provides the Audit Risk and Compliance Committee with direct and unrestricted access to the Chief Executive Officer and other senior management and the information and resources necessary to exercise its functions (section 216L of the *Local Government (General) Regulation 2021*)	Compliant
5	The City's Audit Risk and Compliance Committee exercises its functions in accordance with a 4-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW)	Compliant

Number	Requirement	Compliance
6	The City's Audit Risk and Compliance Committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the *Local Government Act 1993* reviewed during that term (core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW)	Annual assessment: compliant Strategic assessment not yet due
7	The governing body of the City of Sydney reviews the effectiveness of the Audit Risk and Compliance Committee at least once each council term (core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW)	Not yet due

Membership

The chairperson and membership of the Audit Risk and Compliance Committee during the relevant period was:

Independent chair	Stephen Horne	1 January 2024	31 December 2028
Independent member	Robert Lagaida	1 December 2024	30 November 2028
Independent member	Rosemary Milkins	1 December 2024	30 November 2028
City of Sydney (non-voting)	Councillor Robert Kok	September 2016	September 2028

Risk Management

Number	Requirement	Compliance
8	The City has adopted a risk management framework that is consistent with current Australian risk management standards and that is appropriate for the council's risks (section 216S of the *Local Government (General) Regulation 2021*)	Compliant
9	The City's Audit Risk and Compliance Committee reviews the implementation of the City's risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the *Local Government (General) Regulation 2021*)	Not yet due

Internal Audit

Number	Requirement	Compliance
10	The City has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the *Local Government (General) Regulation 2021*)	Compliant

Number	Requirement	Compliance
11	The City's internal audit function reports to the Audit Risk and Compliance Committee on internal audit matters (sections 216M, 216P and 216R of the *Local Government (General) Regulation 2021*)	Compliant
12	The City's internal audit function is independent and internal audit activities are not subject to direction by the Council (section 216P of the *Local Government (General) Regulation 2021*)	Compliant
13	The City has adopted an internal audit charter that is informed by the model internal audit charter approved by the Deputy Secretary of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the *Local Government (General) Regulation 2021*)	Compliant
14	The City has appointed a member of staff to direct and coordinate internal audit activities (section 216P of the *Local Government (General) Regulation 2021*)	Compliant
15	Internal audit activities are conducted in accordance with the International Professional Practices Framework (core requirement 3 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW)	Compliant
16	The City provides the internal audit function with direct and unrestricted access to staff, the Audit Risk and Compliance Committee, and the information and resources necessary to undertake internal audit activities (section 216P of the *Local Government (General) Regulation 2021*)	Compliant
17	The City's internal audit function undertakes internal audit activities in accordance with a 4-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (core requirement 3 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW)	Compliant
18	The City's Audit Risk and Compliance Committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the L*ocal Government (General) Regulation 2021*)	Not yet due

Non-compliance with the Local Government (General) Regulation 2021

I advise that The Council of the City of Sydney has not complied with the following requirements prescribed under the Local Government (General) Regulation 2021 with respect to the operation of its Audit Risk and Compliance.

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
Nil			

These processes, including the alternative measures implemented, demonstrate that the Council of the City of Sydney has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within the Council of the City of Sydney.

This report was endorsed out of session by the external members of the ARCC on 24 August 2026.



Monica Barone PSM

Chief Executive Officer

17 September 2026

Rates and charges written off

NSW Local Government (General) Regulation 2021
s 132

The below rates and charges were written off during the 2025/26 year under the *Local Government Act 1993*.

Section in the Act	Description	Amount
s564	Accrued interest written off under a payment agreement	$0
s572	Amounts written off due to changes in rateability	$218,160
s575	Mandatory pensioner rates and charge reduction[8]	$725,946
s583	Voluntary pensioner rates and charges reduction	$3,813,813
s595	Postponed rates written off	$0
s607	Rates and charges written off	$8,696
s607	Small balances written off	$11,920
Total		**$4,778,535**

Councillor professional development

NSW Local Government (General) Regulation 2021
s 186

Councillors who took part in ongoing professional development programs included:

– The Right Honourable Lord Mayor, – Councillor Clover Moore AO

– Councillor Olly Arkins

– Councillor Sylvie Ellsmore

– Councillor Lyndon Gannon

– Councillor Robert Kok

– Councillor Zann Maxwell

– Councillor Jess Miller

– Councillor Matthew Thompson

– Councillor Yvonne Weldon AM

– Councillor Adam Worling.

Councillors receive circulars provided by the Office of Local Government, Australian Local Government Association and Local Government NSW.

The City of Sydney held 10 information sessions/workshops for the councillors as a group in 2025/26.

[8] An amount of $399,270.30, representing 55% of the mandatory pensioner reduction, is subsidised by the NSW Government

City of Sydney advisory panels

Resolution of City of Sydney Council
CM2025/000035 17 February 2025

The key activities of advisory panels during the year include:

Aboriginal and Torres Strait Islander Advisory Panel

The Aboriginal and Torres Strait Islander Advisory Panel held 6 meetings in 2025/26 (5 panel meetings and one workshop).

Key highlights over the 12 months include:

- providing strategic advice to inform the development and endorsement of the City's First Nations strategic framework
- continuing advocacy and guidance to support the future Aboriginal-led governance, activation and long-term vision for 107 Redfern Street as a creative and cultural hub
- contributing to truth-telling initiatives and recognising Aboriginal histories through advice on sites of significance, monuments and statues, symbols and emblems in the public domain
- providing advice on projects of significance to Aboriginal and Torres Strait Islander communities, including Cope Street Aged Care and Redfern neighbourhood initiatives
- advocating for culturally appropriate engagement, Aboriginal self-determination and community-led approaches across City programs and initiatives, including planning for NAIDOC 2026.

Business and Economic Development Advisory Panel

The Business and Economic Development Advisory Panel held 2 meetings in 2025/26. This panel concluded in November 2025.

Key highlights over the 6 months of the panel include:

- developing an agreed approach to data-led strategy evaluation and monitoring, including baseline metrics to measure change in the economy aligned to actions in the City’s economic development strategy 2025–2035
- establishing the City’s advocacy priorities to support implementation of the strategy.

Floodplain Risk Management Advisory Panel

The Floodplain Risk Management Advisory Panel held 2 meetings in 2025/26.

Matters covered at meetings included:

- Blackwattle Bay structural flood mitigation measures investigation – a summary of investigation, review and recommended modification of structural flood mitigation measures listed in the Blackwattle Bay floodplain risk management plan relating to redevelopment of Bay Street Depot
- flood information sharing – an overview of the way flood information is shared currently and proposed improvements to help the community understand and respond to flood risk in line with the guidelines
- Alexandra Canal and Centennial Park flood risk management study and plan update – a progress update including a summary of the outcome of initial community consultation and review of available data
- Darling Harbour and City Area flood study update – a progress update including a summary of revised draft flood mapping in various storm events and impacts of climate change.

Housing For All Advisory Panel

The Housing For All Advisory Panel held 3 meetings in 2025/26.

Key highlights over the 12 months included:

- providing advice to the City on the review of the Affordable and Diverse Housing Fund and the Homelessness Action Plan and Mobile Voluntary Services
- meeting with the NSW Registrar of Community Housing on changes to the regulation of affordable housing in NSW
- discussing the impact of NSW Government planning reforms.

Inclusion (Disability) Advisory Panel

The Inclusion (Disability) Advisory Panel held 3 meetings in 2025/26.

Key highlights over the 12 months included:

- playing a key role in providing external strategic and expert advice to the City on the development, implementation and review of its policies, strategies and plans including the inclusion (disability) action plan
- reviewing a number of procedural guidelines to enhance communication and accessibility including:
    - a guide to decision-making and the role of advisory panels
    - enhancing the visibility of people with disability in communications through images and stories
    - review of the grants and sponsorship program, inclusive and accessible public domain guidelines and outdoor dining guidelines
    - access and inclusion as part of the open space, sport and recreation needs study.

Multicultural Advisory Panel

The Multicultural Advisory Panel held 2 meetings in 2025/26.

Key highlights over the 12 months included:

- presentation and consultation on the City's grants and sponsorship program review and housing for all discussion paper
- presentation and consultation on library programs and services and Green Square programs and activities
- updates on the international student leadership and ambassador program and the anti-racism allyship network.

Nightlife and Creative Industries Advisory Panel

The Nightlife and Creative Industries Advisory Panel held 3 meetings in 2025/26.

Key highlights over the 12 months included:

- 12 members were selected and approved by Council following an expression of interest process in April 2025, representing key stakeholders from industry associations, cultural institutions, creatives, live music and performance venues, small bars and festivals
- providing high-level independent expert advice to the City on the development and implementation of policies, strategies and plans to create a strong, inclusive, culture-led nightlife
- providing advice on the establishment of special entertainment precincts and serving as the special entertainment precincts working group for the City

- reviewing and providing feedback on the City's submissions to the NSW Government for both The Art of Tax Reform: Unlocking opportunities to improve taxation for Australian creative industries discussion paper and the National Cultural Policy Consultation.

Overseas visits

NSW Local Government (General) Regulation 2021
s 217 (1) (a)

Details of overseas visits by councillors, council employees or other persons who travelled internationally representing the City (including visits sponsored by other organisations) during the year ending 30 June 2026 are below.

Purpose of travel	Destination	Officer	Date	Costs met by the City
Nagoya Festival and Sister City 45th Anniversary	Nagoya, Japan	Cr Robert Kok	October 2025	Airfares, accommodation and incidentals
Nagoya Festival and Sister City 45th Anniversary	Nagoya, Japan	Cr Lyndon Gannon	October 2025	Airfares, accommodation and incidentals
International Society of Arboriculture Conference	Christchurch, New Zealand	Karen Sweeney, Urban Forest Manager	October 2025	Airfares accommodation, conference registration and incidentals
World Cities Cultural Forum Summit	Amsterdam, Netherlands	Bridget Smyth, City Architect/Executive Manager City Design and Public Art	October 2025	Airfares and incidentals
World Cities Cultural Forum Summit	Amsterdam, Netherlands	Sasha Baroni, Executive Manager, Creative City	October 2025	Airfares and incidentals
C40 World Mayors Summit	Rio de Janeiro, Brazil	Cr Jess Miller, Deputy Lord Mayor	October/ November 2025	Accommodation and incidentals
C40 World Mayors Summit	Rio de Janeiro, Brazil	Julia Lipton, Manager, Sustainable and Resilient City	October/ November 2025	Nil cost to City

Purpose of travel	Destination	Officer	Date	Costs met by the City
Resilient Cities Forum	London, England	Monica Barone, Chief Executive Officer	December 2025	Accommodation and incidentals
Resilient Cities Forum	London, England	Melinda Dewsnap, Chief Resilience Officer	December 2025	Accommodation and incidentals
Carbon Neutral Cities Alliance Conference	Rio de Janeiro, Brazil	Julia Lipton, Manager, Sustainable and Resilient City	May 2026	Incidentals
Carbon Neutral Cities Alliance Conference	Rio de Janeiro, Brazil	Kylie McMahon, Manager Sustainability and Resilience	May 2026	Incidentals
Creative Bureaucracy Forum	Berlin, Germany	Monica Barone, Chief Executive Officer	June 2026	Accommodation and incidentals
Velo-City Conference	Rimini, Italy	Sebastian Smyth, Executive Manager City Access and Transport	June 2026	Conference registration
World Cities Summit	Singapore, Republic of Singapore	Bridget Smyth, City Architect/Executive Manager City Design and Public Art	June 2026	Incidentals
World Congress of Architects	Barcelona, Spain	Bridget Smyth, City Architect/Executive Manager City Design and Public Art	June 2026	Conference registration

Councillors' expenses

NSW Local Government (General) Regulation 2021
s 217 (1) (a1)

The City of Sydney has a councillors' expenses and facilities policy that governs the expenses paid and facilities provided to the Lord Mayor, Deputy Lord Mayor and other councillors in their civic duties.

Annual fees were paid to all councillors as required by the *NSW Local Government Act 1993* and in line with the determination of the Local Government Remuneration Tribunal on 17 April 2025. The total amount paid to all councillors for 2025/26 was $719,525.

In 2025/26, the cost of expenses and facilities provided to councillors was $5,722,737 This includes domestic travel expenses such as accommodation and registration fees for seminars and conferences, as well as office administration such as postage, meals and refreshments. It also includes staff salaries and salary on-costs totalling $5,622,427.

Details of particular categories of expenditure are as follows:

(i) The cost of the provision of dedicated office equipment allocated to councillors on a personal basis was $3,566.

(ii) Telephone calls made by councillors, including mobile telephones provided by the City and from the landline telephones and facsimile services installed in councillors' homes totalled $21,055[9].

(iii) The cost of the attendance of councillors at conferences and seminars was $17,756.

(iv) Expenditure on the training of councillors and the provision of skills development for councillors was $32,840.

(v) The cost of interstate visits carried out by councillors while representing the City, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses was $7.461.

(vi) The cost of overseas visits undertaken by councillors while representing the City, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses was $21,744.

(vii) The expenses of any spouse, partner or other person who accompanied a councillor in the performance of their civic functions totalled $1,664. These are expenses payable under guidelines for the payment of expenses and the provision of facilities for mayors and councillors for local councils in NSW prepared by the Director-General from time to time.

(viii) The expenses involved in the provision of care for a child, or an immediate family member of a councillor, to allow the councillor to undertake their civic functions totalled $0.

[9] This amount includes charges for communication devices and call costs which are provided for under the Councillors' Expenses and Facilities Policy

Major contracts

NSW Local Government (General) Regulation 2021
s 217 (1) (a2)

Below are all the contracts awarded by the City during the year 2025/26, including tenders. The value includes variations to contracts awarded during the financial year.

This list does not include:

- employment contracts (that is contracts of service but not contracts for services)
- contracts for less than $150,000.

Company name	Contract description	Value of contract including GST
(UI!) The Urban Institute Pty Ltd	CMS and related services for Star, Beacon and other lights on George Street	$237,706
Aboriginal Carbon Fund Ltd	Australian carbon credit units	$1,057,579
Acoustic Studio Pty Ltd	Special entertainment precincts sound study	$166,367
Adilam Technologies Pty Ltd	Library radio-frequency identification refresh	$2,831,728
Altus Group Consulting Pty Ltd	Sydney Square renewal – quantity surveying services	$167,883
Andrew Burges Pty Ltd	Mandible Street sports precinct – head design consultancy services	$3,603,505
Ausbarge Pty Ltd	Sydney New Year's Eve – barges and tugs	$4,698,491
Belgravia Health & Leisure Group Pty Ltd	Management of leisure (active wellbeing) services	$28,255,735
Bikewise Australia Co-Operative Ltd	Share the Path safety campaign and rider education	$407,317
Bikewise Australia Co-Operative Ltd	Cycling courses	$1,054,620
Coates Hire Operations Pty Ltd	Major events and festivals – event infrastructure	$3,031,517
Coleman Group Pty Ltd	Major events and festivals – outdoor illuminated signs	$1,151,805
Collective Leisure Pty Ltd	Perry Park synthetic sportsfield – community football program	$223,895
Community Resources Ltd	Doorstep collection service	$1,736,042

Company name	Contract description	Value of contract including GST
Core Environmental Projects Pty Ltd	Sydney Park – design consultancy for landfill gas ventilation system	$322,313
Corporate Technology Services Pty Ltd	Screen management system – Barco Encore3	$175,065
CPM Consulting Services Pty Ltd	Square at Town Hall – construction planning and buildability	$220,000
Cr Kennedy & Company Pty Ltd	Laser scanner	$179,278
Culture Counts (Australia) Pty Ltd	Evaluation package	$334,678
Currie & Brown (Australia) Pty Ltd	Mandible Street sports precinct – quantity surveying services	$230,120
E-Bisglobal Pty Ltd	Major events and festivals – print services	$228,929
Engage Squared Pty Ltd	SharePoint development and implementation services	$184,800
Enhance Entertainment Pty Ltd	Major events and festivals – entertainment services	$3,680,568
Enviropath Pty Ltd	Footway scrubbers	$1,270,335
Garwood International Pty Ltd	Small to medium waste collection compactors	$3,754,052
Green By Nature Landscape Services Pty Ltd	Weed management services	$3,067,497
Green By Nature Landscape Services Pty Ltd	Parks and street greening – maintenance services	$134,165,688
Group Technologies Australasia Pty Ltd	Centennial Hall – public address system renewal	$1,779,316
Illuminart Productions Pty Ltd	Sydney Town Hall – external façade projection service	$192,500
Intech Electrical and Communications Pty Ltd	Beacon Star – maintenance installation and storage services	$239,500
Intermarc Global Pty Ltd	Password manager solution	$249,794
IVE Group Australia Pty Ltd	Generation and distribution of notification letters	$696,990

Company name	Contract description	Value of contract including GST
JCH Media Group Pty Ltd	SharePoint – portals re-platforming services	$903,301
JG Greentree & MW Greentree	Prince Alfred Park – pool electrification	$1,490,907
JLT Risk Solutions Pty Ltd	Insurance broking and related services	$2,396,058
JM International Trading Group Pty Ltd	Electronics collection and processing service	$164,332
Johnson Pilton Walker Pty Ltd	Sydney Square – head design consultancy services	$2,220,848
Johnson Pilton Walker Pty Ltd	Square at Town Hall – head design consultancy services	$5,287,546
KOR Equipment Solutions Pty Ltd	Laneway sweepers	$1,216,686
Logicalis Australia Pty Ltd	Enterprise storage and backup refresh	$3,469,827
Mako Architecture Pty Ltd	Prince Alfred Park – edges urban design study	$156,200
MBMPL Pty Ltd	Paddington Town Hall – quantity surveying including embodied carbon assessment	$234,377
MCarthur (NSW) Pty Ltd	Major events and festivals – front of house and wayfinding services	$357,695
Metrocount Pty Ltd	Bike counters	$830,149
Myxplor Pty Ltd	Xplor software subscription	$417,967
Ngolak Facility Group Pty Ltd	Playground and fitness station inspections and repairs	$1,917,584
Optimal Stormwater Pty Ltd	SSROC gross pollutant trap audits	$161,922
Optimal Stormwater Pty Ltd	Water recycling and treatment services	$4,425,586
Origin Energy LPG Ltd	Natural gas retail supply for small market sites	$430,621
Origin Energy LPG Ltd	Prince Alfred Park Pool – natural gas	$172,793

Company name	Contract description	Value of contract including GST
Panel – various: – Elite Spinal Physiotherapy and Pilates Pty Ltd – Balance In Motion City Pty Ltd	Early Intervention physiotherapy program	$150,000
Panel – various: – Kanopy Pty Ltd – Beamafilm Pty Ltd	Library video subscription	$213,561
Pink Cactus Pty Ltd	Sydney Lunar Festival – Thaitown decorative installation	$323,290
Plain English Foundation Pty Ltd	Plain English training	$243,164
Prenax Pty Ltd	Library print newspaper and magazine services	$1,421,880
Prime Water Australia Pty Ltd	Alexandra Canal and Bay Street depots – maintenance of trade waste facility	$1,575,370
Quality Management & Constructions Pty Ltd	Harry Noble Reserve playground, Erskineville – construction	$3,652,944
Rapid Construction Pty Ltd	City structures works	$132,746,364
Remondis Australia Pty Ltd	Dangerous goods processing service	$2,069,768
Rider Levett Bucknall NSW Pty Ltd	Square at Town Hall – quantity surveying services	$250,800
Schreder Australia Pty Ltd	Hyde Park lighting – software development integration and commissioning services	$201,740
Schreder Australia Pty Ltd	Smart Sensors – supply and management	$328,303
Sensible Business Solutions Pty Ltd	Exclaimer signature annual subscription	$183,880
Sheridan Consulting Group Pty Ltd	Major events and festivals – hostile vehicle mitigation	$1,717,847
Show Technology Australia Pty Ltd	Moving head LED spot replacement	$303,953
SMA Motors Pty Ltd	Tipper trucks	$3,002,662

Company name	Contract description	Value of contract including GST
SMA Motors Pty Ltd	Road maintenance trucks	$578,931
SMA Motors Pty Ltd	Single cab trucks	$1,392,652
Sports Clean Pty Ltd	Synthetic sports field maintenance	$205,016
Stantec Australia Pty Ltd	Alexandra Canal and Centennial Park – floodplain risk management study and plan update	$264,139
Star Structures Pty Ltd	Playground and fitness station inspections and repairs	$1,043,543
STM Trucks & Machinery Pty Ltd	Single and dual cab trucks	$1,263,312
Stydall Pty Ltd	Debt recovery services	$3,225,629
Systemology Australia Pty Ltd	Jira service desk	$880,000
Telstra Corporation Ltd	Fixed and mobile telephony	$12,743,670
Tetra Tech Coffey Pty Ltd	Sydney Park brick kilns – environmental consultancy services	$156,362
The Haymarket Institute Inc	Sydney Lunar Festival – performance program management	$760,628
The SJB Architecture NSW Unit Trust	Eora Journey – head design contractor	$326,700
The Trustee for the AVIT Group Trust	Audio visual	$3,122,598
The Trustee for Vigilant Group Australia Family Trust	Major events and festivals – traffic management	$4,405,076
Total Drain Cleaning Services Pty Ltd	Stormwater pipes – cleaning and CCTV inspection	$2,027,726
Turf Design Studio Pty Ltd	Sydney Park Nursery Depot – head design consultancy services	$478,859
Two Men And A Truck Pty Ltd	Share the Path safety campaign and rider education – bump in and out services	$179,226
Ultimate Driving School Pty Limited	Drivers training program	$238,725

Company name	Contract description	Value of contract including GST
Varley Electric Vehicles Pty Ltd	Electric waste collection buggies	$600,813
Velocity truck Centres NSW Pty Ltd	EV trucks	$2,233,319
Water Features Australia Pty Ltd	Water feature services	$16,951,692
We are Warriors Pty Ltd	Sydney New Year's Eve – Calling Country creative production services	$480,612

Organisations providing goods and services exceeding $150,000 in value

Below are all the organisations who provided goods and services exceeding $150,000 in value during 2025/26 through an approved exemption from tender or another allowable third-party procurement process such as the Southern Sydney Regional Organisation of Council's tendering process.

The value of goods and services given is based on purchase orders/invoices listed for the 2025/26 financial year.

The number of orders/invoices is given to indicate the number of jobs.

Company name	Goods and services type	Value including GST	Number of purchase orders/ invoices
Acoustic Studio Pty Ltd	Acoustic engineering	$165,787	4
Arup Australia Pty Ltd	Engineering	$184,485	7
Aspect Studios Pty Ltd	Landscape architects	$151,661	12
Australian Automotive Group Pty Ltd	Motor vehicle	$151,620	5
Australia Post	Mailing services	$1,591,963	34
Australian Radio Network Pty Ltd	Media service	$431,176	3
Bingo Waste Services Pty Ltd	Waste services	$200,008	60

Company name	Goods and services type	Value including GST	Number of purchase orders/ invoices
Bucher Municipal Pty Ltd[10]	Cleaning equipment	$2,204,883	88
Core Environmental Projects Pty Ltd	Engineering	$272,950	14
Council of the Municipality of Woollahra	Library management agreement	$430,508	4
Cozens Mabel Pty Ltd	Recruitment agency	$165,629	6
C.R. Kennedy & Company Pty Ltd	Media	$186,736	7
DATA#3 Ltd	Computer software	$179,184	1
Department of Customer Service	SDRO processing	$6,588,188	103
Discovery Consulting Group Pty Ltd	Computer software	$628,006	37
DPLR Pty Ltd	Technical management services	$238,078	5
Emily Kate McDaniel	Curatorial advisor	$190,836	7
Engage Squared Pty Ltd	Computer software	$212,850	5
EVDealer Group Pty Ltd	Motor vehicle	$198,348	8
Eventsound Pty Ltd	Audio visual equipment supplier	$269,909	9
ESRI Australia	Computer software	$406,560	2
Fleet Partners Pty Ltd	Novate leasing	$432,493	18
Gartner Australasia Pty Ltd	IT software	$274,964	4
Garwood International Pty Ltd	Waste services equipment	$225,752	6
Goterra Pty Ltd	Waste technology	$167,924	14

[10] Job awarded through NSW Government contract, LPA contract or Southern Sydney Regional Organisation of Council's (SSROC) contract

Company name	Goods and services type	Value including GST	Number of purchase orders/ invoices
Jands Pty Ltd	Technical management services	$201,906	13
Jemena Gas Networks (NSW) Ltd	Utilities	$267,333	10
KOR Equipment Solutions Pty Ltd	Waste services equipment	$1,226,034	13
Kronos Australia	IT software	$290,744	26
LinkedIn Singapore Pty Ltd	IT software	$175,973	3
Look Corporate Pty Ltd	Printing	$160,943	35
Luhrmann Environment Management Pty Ltd	Landscape services	$185,370	7
Micro Focus Australia Pty Ltd	Computer software	$249,835	2
Microsoft Pty Ltd	Computer software	$299,780	1
Minerva Partners Pty Ltd	Financial services	$159,600	10
Morrison Low Advisory Pty Ltd	Public sector management consultancy	$153,734	9
Museums of History NSW	Record storage	$644,038	44
Nextgen Networks Pty Ltd	Utilities	$418,277	12
Office Of State Revenue	Government authority	$7,870,231	9
Optus Billing	Telephone services	$621,424	27
Orix Australia	Car lease rental	$437,792	37
Partridge Structural Pty Ltd	Engineering	$201,783	37
Qtopia Ltd	Cultural training service	$165,660	14
Sitecore Australia Pty Ltd	Computer software	$271,234	1

Company name	Goods and services type	Value including GST	Number of purchase orders/ invoices
Sitegroup	Labour hire	$225,720	93
S.M.A. Motors Pty Ltd	Motor vehicle	$2,313,887	84
Smart WFM Pty Ltd	Human resource consulting	$544,535	8
State Insurance Regulatory Authority	Insurance	$270,312	2
Sutherland Shire Council	Animal shelter	$217,980	10
Telstra	Telephone services	$1,622,389	47
The Audit Office	Auditing services	$422,290	9
The Calapi Family Trust t/a Intellitrac	IT software	$184,963	33
The Trustee for Blue Op Partner Trust & Others	Install and remove smart poles	$993,429	83
Torchmedia Pty Ltd	Advertising	$187,715	2
Transport for NSW	Vehicle registrations, tolls and other road associated services	$567,549	26
Varley Electric Vehicles Pty Ltd	Vehicle parts	$576,109	15
Viva Energy Australia Ltd[11]	Fuel	$1,059,871	13

[11] Job awarded through NSW Government contract, LPA contract or Southern Sydney Regional Organisation of Council's (SSROC) contract

Legal proceedings

NSW Local Government (General) Regulation 2021
s 217 (1) (a3)

In 2025/26, expenses incurred by the City of Sydney for legal proceedings taken by or against the Council were as below. This includes amounts, costs and expenses paid or received as out of court settlements, apart from those with terms that are not to be disclosed.

Description	Amount
Amounts paid in respect of proceedings	$1,719,244
Costs received in respect of proceedings	$244,400
Amounts paid in out-of-court settlements	$171,743.61
Amounts received in out-of-court settlements	$0

Below is a summary of the state of progress of each legal proceeding and the result if it has been finalised.

Enforcement

Enforcement proceedings include civil or criminal enforcement proceedings begun by the City of Sydney in the Land and Environment Court or Local Court. These proceedings usually arise from a failure to obtain or comply with development approval or a failure to comply with an order issued by the City, for example unauthorised works, unauthorised uses of land, or failure to comply with an order such as to upgrade fire safety. The City also initiates food safety prosecutions for unhealthy food premises.

Appeals against orders issued by the City

When the City issues an order, or other regulatory notice, the recipient can challenge this in the Land and Environment Court.

In 2025/26, 7 orders issued by the City were the subject of appeals to the Land and Environment Court and 3 appeals were ongoing at the end of 2025/26.

- 2 appeals against a development control order were received and discontinued
- one appeal against a development control order was received and is ongoing
- one appeal against a development control order to remove an advertising sign was upheld
- 2 appeals against cladding orders were received and are ongoing
- 2 appeals for the same property against a fire safety order and a cladding order were received and were discontinued
- one appeal against a prevention notice was received and discontinued
- one appeal against a refusal to issue a tree removal permit was discontinued.
- Five order appeals were resolved in 2025/26. Of these appeals, 4 were discontinued and in one matter the appeal was dismissed.

Civil enforcement proceedings

In 2025/26 the City began one civil enforcement proceeding in the Land and Environment Court seeking to enforce an order.

Criminal enforcement proceedings

In 2025/26 the City was not involved in any Local Court or Land and Environment Court prosecutions.

Enforcement of penalty notices

If the recipient of a penalty notice issued by a City officer disputes the matter in the court, Revenue NSW starts proceedings in the Local Court in the City's name and the City is

informed. For fines other than parking penalty notices, the City's legal services unit reviews the penalty notice and if it appears to have been issued correctly, continues the proceedings.

If the penalty notice does not appear correct, the City withdraws the proceedings. Local Court parking cases are dealt with by police prosecutors except in exceptional circumstances and are not included in this report.

In 2025/26 the City was involved in 24 cases where the recipient of a penalty notice (not parking) disputed the offence. The City withdrew 9 cases and 13 cases were finalised. As at the end of 2025/26 there are 2 Local Court matters on foot.

Planning

Planning determinations by the City of Sydney may be the subject of an appeal to the Land and Environment Court. Planning appeals can arise when the City refuses, or deems to refuse, consent for a desired use or works at a premises.

They can also arise from an appeal against conditions imposed on applicants as part of a development approval.

In 2025/26, 22 planning appeals were lodged in the Land and Environment Court against the City. There were 25 appeals finalised during the year, as follows:

- 13 appeals were resolved by a s34 agreement on amended plans or amended conditions at or after a conciliation conference
- 2 appeals were dismissed in favour of the City
- 4 appeals were upheld in favour of the applicant
- 6 appeals were discontinued by the applicant.
- There were 13 planning appeals ongoing at the end of 2025/26.

If a party is dissatisfied with the outcome of a planning appeal it has a limited right of appeal to a Judge of the Land and Environment Court under s56A of the Land and Environment Court Act 1979. In 2025/26, the City was the respondent in 3 s56A appeals, one was dismissed, one was upheld and judgment is reserved in one matter.

Other proceedings

NSW Civil Administrative Tribunal

No complaints were lodged with the NSW Civil and Administrative Tribunal (NCAT) in 2025/26.

District Court

One construction dispute was finalised in 2025/26.

Supreme Court

One lease dispute lodged with NCAT was transferred to the Supreme Court and was finalised in 2025/26.

Australian Human Rights Commission

No complaints were lodged in 2025/26 with the Australian Human Rights Commission.

Federal Court

One discrimination claim was lodged with the Federal Court in relation to the Oxford Street cycleway and is ongoing.

Commonwealth Administrative Review Tribunal

One application to the Administrative Review Tribunal for review of a freedom of information decision made by the Commonwealth Department of Infrastructure, Transport, Regional Development and Communications was resolved in 2025/26. A copy of the requested document was provided by agreement of the relevant parties and the tribunal proceedings were discontinued.

Representations at coronial enquiries or inquests

The City's lawyers represent the City when a coronial inquiry or inquest is held into a death in the City of Sydney local area and its regulatory or planning functions may be of interest to the coroner or if it is otherwise involved. Examples include if a person dies due to a fault in the building or in a fire.

In 2025/26 the City was not involved in any coronial inquests.

Compulsory acquisition proceedings

There were no compulsory acquisition proceedings in 2025/26.

Contempt of court

There were no contempt of court matters in 2025/26.

Rates recovery

In 2025/26 the City was involved in 77 cases where action was taken to pursue recovery of outstanding rates by the commencement of proceedings. Of these, 25 cases were resolved either pre-judgment or by judgment being entered in favour of the City. Of the other 51 cases, they remain to be finalised.

Public liability claims

In 2025/26 there were 25 proceedings brought against the City alleging negligence and seeking compensation for either property damage or personal injury. Of the 25 matters, 11 were finalised as follows:

- 3 matters were settled with judgment in favour of the plaintiff
- 5 matters were settled with judgment in favour of the City
- one matter was settled and proceedings were discontinued.

Fourteen matters were ongoing at the end of 2025/26.

Work on private land

NSW Local Government Act 1993 No.30
s 67 and
NSW Local Government (General) Regulation 2021
s 217 (1) (a4)

On 28 April 2026, Council resolved to undertake work on private land at 49 Henderson Road Eveleigh (South Sydney Fitness Equipment).

The works are anticipated to be completed in 2026/27.

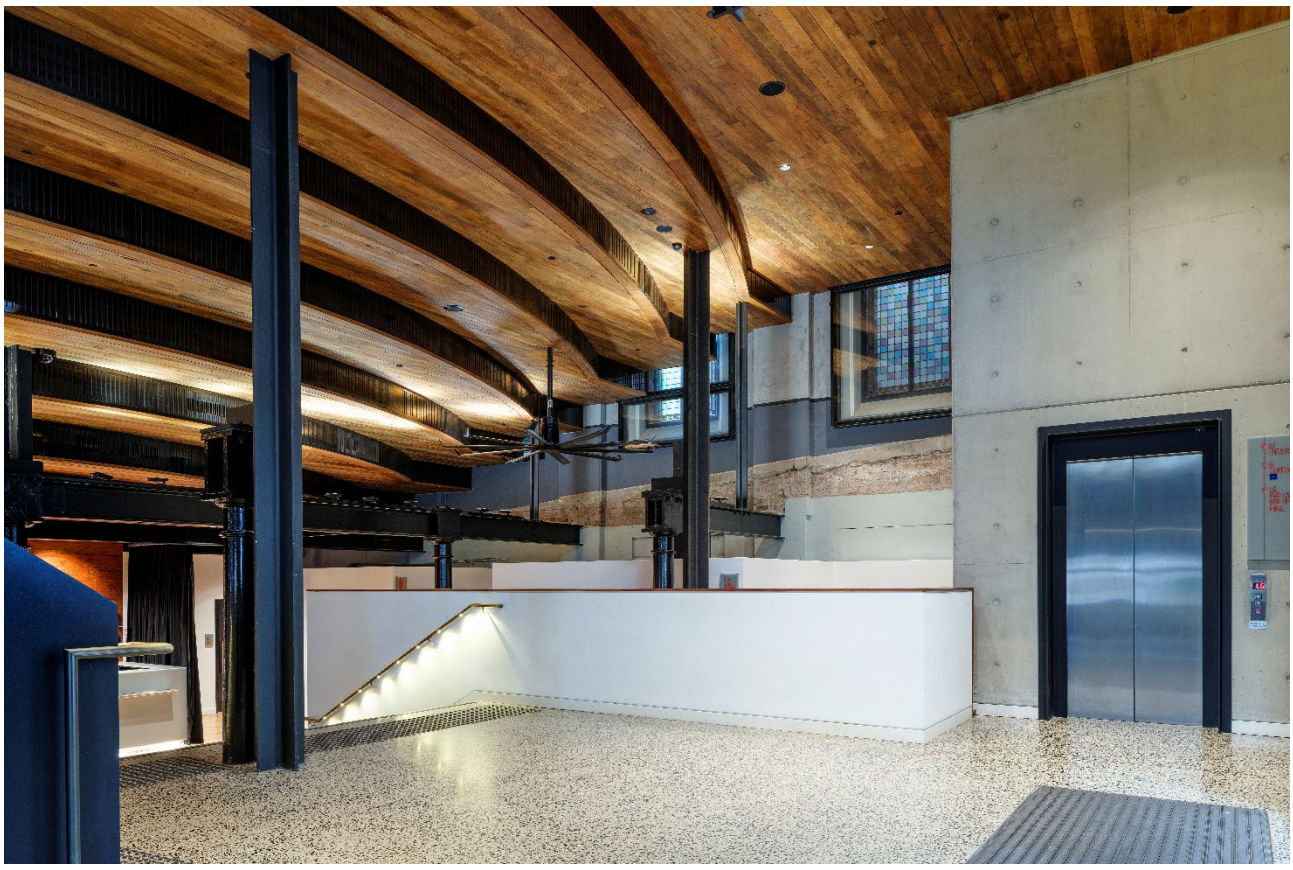


Image 2. Foyer of Eternity Playhouse, Darlinghurst. Abril Felman/City of Sydney

Grants

NSW Local Government Act 1993 No.30
s 356 and
NSW Local Government (General) Regulation 2021
s 217 (1) (a5)

In April 2026 Council adopted a new grants policy and guidelines. The grants listed in this report were assessed and approved under the grants and sponsorship policy and guidelines applicable during the reporting period. Current grants guidelines are available on the City of Sydney website, while historical guidelines can be accessed through Council meeting agendas and minutes at meetings.cityofsydney.nsw.gov.au.

In 2025/26, the City did not award any donations under its grants program. The City did donate materials to the value of $5,328.20 to community greening groups in the year ending June 2026. Materials donated included mulch, soil and plants. These donations are guided by the City's support for charities policy which was adopted by Council in November 2022.

Total grants – cash summary and value in kind

Grant type	Cash amount	Value-in-kind amounts	Total
Aboriginal and Torres Strait Islander collaboration fund	$500,000	$8,000	$508,000
Accommodation grants	na	$9,595,422	$9,595,422
Affordable and diverse housing fund	$3,070,000	na	$3,070,000
Business sector support grants	$661,405	$7,997	$669,402
Community services grants	$3,395,000	$99,847	$3,494,847
Creative grants	$1,600,000	$1,884	$1,601,884
Creative live/work spaces grants	na	$44,200	$44,200
Dixon Street improvement grants	$340,100	na	$340,100
Festivals and events sponsorship	$5,164,135	$2,871,661	$8,035,796
Food support grants	$1,500,000	$32,623	$1,532,623
Green building grants	$385,048	na	$385,048
Haymarket activation grant	$200,000	$0	$200,000
Innovation and ideas grants	$1,100,000	$14,463	$1,114,463
Outside grant program	$100,000	$0	$100,000
Quick response grants	$100,000	na	$100,000
Short-term empty properties (STEP) grants	na	$104,182	$104,182

Grant type	Cash amount	Value-in-kind amounts	Total
Street banner sponsorship	na	$30,332	$30,332
Venue support grants and sponsorship	na	$354,161	$354,161
Total	**$18,115,688**	**$13,148,777**	**$31,531,929**

Aboriginal and Torres Strait Islander collaboration fund

Name in application	Project name	Cash amount	Value-in-kind amount
Brolga Dance Academy	Brolga Yugal Yulu-gi	$14,500	$0
Dan Munro (as auspice for Metropolitan Land Aboriginal Land Council)	Biyanga	$50,000	$0
First Nations Response Ltd	Caring for Community Our Way, The Blak Way – support services	$46,600	$0
Gadigal Information Service Aboriginal Corporation	Young Black and Deadly	$27,500	$0
Innari Inc	Mob connect hub and Colour and connect	$20,000	$0
Jennifer Turner t/a Indigenous Women in Business	First Nations women in leadership	$40,000	$0
Moogahlin Performing Arts Inc	Yellamundie Festival – a national gathering of First Peoples storytellers	$35,000	$0
Moogahlin Performing Arts Inc	Healing Scars by Warren Mason – premiere season at Carriageworks	$25,500	$0
Mudgin-Gal Aboriginal Corporation	Mudgin-Gal's recognition celebration women's festival	$50,000	$0
National Aboriginal Sporting Chance Academy (NASCA)	NASCA’s 30th birthday – traditional Indigenous games tournament	$20,000	$0
National Centre of Indigenous Excellence Ltd	Redfern Community NAIDOC Week event	$20,900	$0
Redfern All Blacks Rugby League Football Club Inc	Koori Knockout	$50,000	$4,000

Name in application	Project name	Cash amount	Value-in-kind amount
Waterloo Storm Community NRL team (as auspice for The Fact Tree Youth Service Inc)	Attendance and training program for the Koori Knockout	$50,000	$4,000
Wildflower Gardens for Good Ltd	Wildflower Gardens for Good capacity building	$50,000	$0
Total		**$500,000**	**$8,000**

Accommodation grants program – total value of grants approved in previous years and utilised in 2024/25

Name in application	Property	Value-in-kind amount
Antenna Documentary Institute Ltd	Suite 5, Benledi House, 186-194 Glebe Point Road, Glebe	$15,770
Artist Studio Collective	Joynton Avenue Creative Centre, 3A Joynton Avenue, Zetland	$11,175
Ashleigh Louise Garwood t/a Artist Institute for Multiform Photography Research	Joynton Avenue Creative Centre, 3A Joynton Avenue, Zetland	$8,283
Asian Australian Artists Association	181-187 Hay Street, Haymarket	$497,765
Australian Design Centre	Ground Floor, 101-111 & 113-115 William Street, Darlinghurst	$327,790
Australian Guild of Screen Composers	Rex Centre, 50-58 Macleay Street, Elizabeth Bay	$4,277
Australian Screen Editors Guild Inc	Rex Centre, 50-58 Macleay Street, Elizabeth Bay	$4,277
Big Fag Press	Jubilee Viaducts, 6 Chapman Road, Annandale	$17,614
Brand X Productions Inc	East Sydney Community and Arts Centre, 225-245 Palmer Street, Darlinghurst	$76,330
City North Men's Shed	Abraham Mott Community Space, 2 Watson Road, Millers Point	$151,754
Counterpoint Community Services	Alexandria Town Hall, 73 Garden Street, Alexandria	$37,142
Digital Storytellers Ltd	Level 2, 101-111 William Street, Darlinghurst	$83,921

Name in application	Property	Value-in-kind amount
Erin Kathleen Keys t/a The Bench Sydney	Joynton Avenue Creative Centre, 3A Joynton Avenue, Zetland	$6,842
First Draft Inc	13-17 Riley Street, Woolloomooloo	$103,547
Garuwa Creative Pty Ltd	Joynton Avenue Creative Centre, 3A Joynton Avenue, Zetland	$8,362
Geoff Holmes (Glebe Music Project)	Jubilee Viaducts, 6 Chapman Road, Annandale	$18,008
Glebe District Hockey Club	Jubilee Viaducts, 6 Chapman Road, Annandale	$18,593
Glebe Junior AFL Club	Jubilee Viaducts, 6 Chapman Road, Annandale	$20,034
Impact Policy Pty Ltd	Level 3, 101-111 William Street, Darlinghurst	$114,577
In the Pipeline (Arts) Ltd (Hayes Theatre Company Inc)	19 Greenknowe Street, Elizabeth Bay	$73,388
Inner City Legal Services Centre	50-52 Darlinghurst Road, Kings Cross	$85,539
Inner Sydney Regional Council for Social Development Inc	Waterloo Library, 770 Elizabeth Street, Waterloo	$44,818
Innovillage Pty Ltd t/a Greenhouse	Levels 1-3, Business Innovation Space, George Street, Sydney	$2,868,994
Jessie Street National Women's Library Inc	40 William Henry Street, Ultimo	$110,559
Kil.n.it Experimental Ceramics Studio Inc	160 St Johns Road, Glebe	$49,073
Kil.n.it Experimental Ceramics Studio Inc	Nurses Quarters, 184 Glebe Point Road, Glebe	$9,355
Kings Cross Community and Information Centre Inc	Rex Centre, 50-58 Macleay Street, Elizabeth Bay	$63,028
KU James Cahill Preschool	1-7 Ragan Street, Waterloo	$202,480
KU John J Carroll Preschool	2-14 Phelps Street, Surry Hills	$128,773
KU Lance Preschool and Children's Centre	37 High Street, Millers Point	$128,444
KU Maybanke Preschool	99 Harris Street, Pyrmont	$114,895

Name in application	Property	Value-in-kind amount
KU Phillip Park Children's Centre	2-10 Yurong Parkway, Sydney	$94,161
KU Rushcutters Bay	Waratah Street, Rushcutters Bay	$140,233
KU Sunbeam Preschool Alexandria	8 Lyne Street, Alexandria	$146,558
KU Ultimo Children's Centre	247-257 Bulwara Road, Ultimo	$249,137
Mandala Community Counselling Services	40 William Henry Street, Ultimo	$24,761
Milk Crate Theatre	Alexandria Town Hall, 73 Garden Street, Alexandria	$20,911
Museum of Chinese Australian History	744 George Street, Sydney	$658,419
Older Women's Network NSW	8-10 Victoria Street, Newtown	$125,568
PACT Center for emerging artists	107-125 Railway Parade, Erskineville	$92,855
Physical Disability Council of NSW Inc	St Helens Community Centre, 184 Glebe Point Road, Glebe	$13,566
Pride History Group	Suite 2, Benledi House, 186-194 Glebe Point Road, Glebe	$16,320
Radio Eastern Sydney	Paddington Town Hall, 247 Oxford Street, Paddington	$24,445
Radio for the Print Handicapped of NSW Co-op Ltd	St Helens Community Centre, 184 Glebe Point Road, Glebe	$71,125
Readymade Works Inc	247-257 Bulwara Road, Ultimo	$85,291
Redfern Legal Centre Ltd	73 Pitt Street, Redfern	$78,786
Scarred Tree Indigenous Ministries	Glebe Town Hall, 160 St Johns Road, Glebe	$75,421
SDN Children’s Services – Pyrmont Early Childhood Education Centre	Pyrmont Community Centre, 79a John Street, Pyrmont	$215,540
SDN Children’s Services – Chippendale Children's Education and Care Centre	60 Pine Street, Chippendale	$230,219
SDN Children’s Services – Surry Hills Early Childhood Education Centre	443 Riley Street, Surry Hills	$308,559
SDN Lois Barker Child Care Centre	104 Wellington Street, Waterloo	$113,048

Name in application	Property	Value-in-kind amount
Season Arts Inc	Joynton Avenue Creative Centre, 3A Joynton Avenue, Zetland	$9,354
Soul Reign Pty Ltd	Banga Community Shed, 3B Joynton Avenue, Zetland	$15,090
Surry Hills Neighbourhood Centre	Surry Hills Community and Child Care Centre, 405 Crown Street, Surry Hills	$157,571
Sydney Local Health District known as Glebe Early Childhood Centre	Glebe Town Hall, 160 St Johns Road, Glebe	$37,141
The Bower Re-use and repair centre Co-op	107 Redfern Steet, Redfern	$33,765
The Junction Neighbourhood Centre Inc	Suite 4, St Helens Community Centre, 184 Glebe Point Road, Glebe	$121,440
The Pyrmont-Ultimo Glebe Men's Shed	Jubilee Viaducts, 6 Chapman Road, Annandale	$31,569
The Sydney Children's Hospital Network	Reginald Murphy Activity Club, 19 Greenknowe Street, Elizabeth Bay	$52,336
The Trustees of the Roman Catholic Church for the Archdiocese of Sydney	Philip Park Community and Children's Centre, 2-10 Yurong Parkway, Sydney	$59,849
The Women's Library	8-10 Brown Street, Newtown	$47,271
Tom Bass Sculpture Studio School	1A Clara Street, Erskineville	$65,742
Tribal Warrior Aboriginal Assoc	107 Redfern Steet, Redfern	$25,793
UTS Child Care (Magic Pudding)	McKee Street Child Care Centre, 1 McKee Street, Ultimo	$294,201
We Are Warriors	Suite 2, Ground Floor, Ultimo Community Centre, 525 Harris Street, Ultimo	$159,474
Weave Youth Family Community Inc	Waterloo Library, 770 Elizabeth Street, Waterloo	$21,388
Weave Youth Family Community Inc	Waterloo Oval, Elizabeth and Allen Streets, Waterloo	$106,508
Wildflower Garden for Good	Harry Jensen Centre, 2 Watson Road, Millers Point	$146,906
Wrap with Love Inc	4/4 Huntley Street, Alexandria	$19,695
Total		**$9,595,422**

Affordable and diverse housing fund

Name in application	Project name	Cash amount
Bridge Housing Ltd	Bridge to Home for Haymarket Foundation	$3,000,000
The Property Industry Foundation Ltd	Meanwhile Use Housing	$70,000
Total		**$3,070,000**

Business sector support grants

Name in application	Project name	Cash amount	Value-in-kind amount
Australian Fashion Council (AFC) Ltd	AFC Academy	$40,600	$0
Australian Retailers Association	Safe retail	$20,000	$0
Australian Sustainable Finance Institute Ltd	Sydney – The Regional Hub of Finance Sector Leadership	$45,000	$0
Catalysr Foundation Ltd	AI business growth program	$47,000	$700
CBD Sydney Chamber of Commerce Ltd	Evolve to Prosper, Growing more successful women-led businesses, CBD EXPO'26	$41,260	$0
Clothing Stewardship Australia Ltd	Australian circularity directory	$35,000	$0
Darlinghurst Business Partnership Inc	VESPA – Darlinghurst and East Sydney activation	$35,000	$0
Hollywood Quarter Inc	Hollywood Quarter	$35,000	$0
Music NSW Inc	Wamarra First Nations music business lab	$45,000	$0
Night Time Industries Association Inc	Night Pulse	$35,000	$0
NSW Business Chamber Ltd	Sydney Business Awards 2025	$32,500	$7,297
Paddington Business Partnership Inc	Digital upgrades plus networking opportunities	$9,545	$0
Pride Business Association (NSW) Inc	Buy Rainbow	$28,500	$0

Name in application	Project name	Cash amount	Value-in-kind amount
Pyrmont Ultimo Chamber of Commerce and Industry Inc t/a Business in the Peninsula	The peninsula engagement project	$35,000	$0
Rainbow Precinct Inc	Rainbow precinct support	$35,000	$0
Regen Sydney Ltd	Regen champions	$50,000	$0
Social Enterprise Council of NSW and ACT Ltd	Advocacy and support for social enterprises	$30,000	$0
Taxis NSW Ltd	Taxi driver ambassador program	$35,000	$0
The Master Builders Association of New South Wales	Building safe workplaces	$17,000	$0
Welcome to Country Ltd	Supporting jobs and economic empowerment of Australian First Nations Peoples	$10,000	$0
Total		**$661,405**	**$7,997**

Community services grants

Name in application	Project name	Cash amount	Value-in-kind amount
Aboriginal Corporation for Homelessness	Supporting Aboriginal rough sleepers in Sydney	$125,000	$0
Access Sydney Community Transport Ltd	Village to village shuttle bus service	$214,446	$70,000
BREED Australia Inc	CoBrewed Futures – Empowering marginalised youth through coffee, training and entrepreneurship	$50,000	$0
Centre for Women's Economic Safety (CWES) Ltd	CWES Inner Sydney money clinic	$23,124	$0
City Community Care Inc (t/a Early Bird Cafe)	Early Bird Cafe meals	$20,000	$0
Clean Up Australia Ltd	Litter clean ups and prevention in Sydney public housing communities	$35,160	$0

Name in application	Project name	Cash amount	Value-in-kind amount
Counterpoint Community Services Inc as auspice for Cycle Recycle Club	Cycle Recycle Club	$10,000	$0
Counterpoint Community Services Inc	Waterloo South community development	$50,000	$0
Dymocks Children's Charities Ltd	Library regeneration program	$10,000	$0
Full Stop Australia	Aboriginal frontline worker sexual violence response support network	$50,000	$1,391
Glebe Youth Service Inc	Middle Ground	$50,000	$0
Glebe Youth Service Inc	After Dark/Before Dusk	$356,500	$3,456
Good360 Australia	Bridging the digital divide	$50,000	$0
Innari Inc	Assertive outreach and case coordination for homeless vulnerable and complex Aboriginal clients	$125,000	$0
Inner City Legal Centre	Access to legal advice for vulnerable groups	$100,000	$0
Kinchela Boys Home Aboriginal Corporation	Healing Ourselves, Healing Each Other	$50,000	$0
Kinchela Boys Home Aboriginal Corporation	Waterloo South relocation support service	$50,000	$0
Launchpad Youth Community	Launchpad Brokerage Program	$350,000	$0
Lillian Howell Project Inc	Therapeutic creative workshop series	$1,791	$0
Milk Crate Theatre	UNIFY – A creative engagement project for at risk youth	$18,800	$0
Neami National	Way2Home	$800,000	$0
NSW Users and AIDS Assoc (NUAA) Inc	NUAA's Peers and Consumer (PaC) Forum 2025	$40,000	$0
Ngabul Foundation Ltd	Cultural connection program for Aboriginal young people	$42,822	$0

Name in application	Project name	Cash amount	Value-in-kind amount
Pets In the Park Inc	Companion animal health and welfare	$17,697	$0
Redfern Legal Service	Waterloo South relocations legal advice and assistance	$50,000	$0
Refugee Advice and Casework Service (Australia) Inc	Refugee women at risk	$23,400	$0
Refugee Advice and Casework Service (Australia) Inc	LGBTIQA+ people seeking asylum	$50,000	$0
Relove Inc	Scaling ReLove	$30,000	$0
South Eastern Community Connect	Domestic violence support worker	$50,000	$0
Stepping Out Housing Programme Inc	Female child sexual abuse survivors' social inclusion program, counselling and interagency network	$40,000	$0
Stepping Out Housing Programme Inc	Childhood sexual abuse recovery workshops and counselling	$47,328	$0
Surry Hills Neighbourhood Centre Inc	The Great Good Place	$30,000	$0
Surry Hills Neighbourhood Centre Inc as auspice for The Camp Fitness	Fitness for housing estate tenants and isolated seniors	$11,370	$0
Sydney Peace Foundation	Sydney Peace Prize	$50,000	$25,000
Sydney University Settlement	Providing place-based community connection for local children during school holidays	$50,000	$0
The Fact Tree Youth Service Inc	After house project	$120,000	$0
The Uniting Church in Australia Property Trust (NSW) as auspice for The Wayside Chapel Foundation	Wayside women's program	$50,000	$0
The University of New South Wales	Community-led health impact assessment	$19,987	$0

Name in application	Project name	Cash amount	Value-in-kind amount
The University of Sydney	Animals in Need fund	$50,000	$0
The Yoga Foundation	Trauma informed yoga for DV survivors	$7,575	$0
Weave Youth & Community Services Ltd	Cultural mentoring within Weave's Aboriginal cultural engagement program	$50,000	$0
WorkVentures Ltd	Cyber safety for vulnerable communities	$25,000	$0
Total		**$3,395,000**	**$99,847**

Creative grants

Name in application	Project name	Cash amount	Value-in-kind amount
Alexander Forbes Mcclintock	24 Hours in Kings Cross	$12,000	$0
Artspace Visual Arts Centre Ltd	Christopher Kulendran Thomas – safe zone public programs	$10,000	$0
Australian South Sea Islanders (Port Jacksons) Ltd	Yumi Olgeta – crafting a more inclusive democracy	$19,000	$0
Carriageworks Ltd	Summer Moves – dance participation project	$25,000	$0
City Recital Hall Ltd	City Recital Hall operational funding	$1,000,000	$0
Company B Ltd	Belvoir's First Nations mob tickets program and micro-gallery installation	$21,000	$0
Diversity Arts Australia	Shifting the balance leadership program	$15,000	$0
Donna Marie Logue	A Program of Women Led, Intergenerational, CALD, Queer Storytelling Nights	$12,000	$0
Electronic Music Conference Pty Ltd	Sydney Electronic Music archive – community digitisation project	$34,000	$0
Ellen Sara Elisabet Bagge	Northcott social housing ceramics program	$16,000	$0

Name in application	Project name	Cash amount	Value-in-kind amount
Endangered Productions	The Beggar's Opera – or Mr Sin's Ballad	$10,000	$0
First Draft Inc	Artist development program	$19,000	$0
Free Broadcast Inc t/a fbi.radio	Soil – A radio mentorship grounded in anti-racism and community	$47,000	$0
Greenfern Studios Pty Ltd	Music videos community initiative	$20,000	$0
Heaps Decent Ltd	Home base	$15,000	$0
Inner City Legal Centre	Sex Work – A legal and social history short	$12,000	$0
Inner Sydney Regional Council for Social Development Inc	Waterloo 2050	$30,000	$0
Julie (prefer Jewelz) t/as Jewelz A Hoopz Hanssens	Cark-It-Cafe – Creative conversations on death and dying for LGBTIQ+	$15,000	$1,884
Kathryn Spencer	Castrati	$16,000	$0
Lu Bradshaw	Monstrous	$10,000	$0
Marrugeku Inc	Ngurragabu [Yawuru – From the Last Night/Next/Tomorrow]	$30,000	$0
Milk Crate Theatre	Creative Development of Struggle – a new work	$28,000	$0
Museum of Understanding Through Tolerance and Inclusion Ltd	Unseen, Yet Here	$19,300	$0
Music NSW Inc	Kickoffs	$30,000	$0
Passage Gallery Ltd	2025–2028 program	$37,000	$0
re:group performance collective	The Milan conference	$15,000	$0
Shaun Parker & Company Ltd	Stain – A First Nations-led dance research and mentorship program	$38,000	$0

Name in application	Project name	Cash amount	Value-in-kind amount
The Performance Space Ltd as auspice for Jamie James	Breathing archive	$19,000	$0
The University of Sydney	Woven Song – Seymour Centre's 50th anniversary concert	$15,700	$0
Victor Ho Duen Wu	Stories of coming out and coming home	$10,000	$0
Total		**$1,600,000**	**$1,884**

Creative live/work spaces grants

Property	Value-in-kind amount
247 Bulwara Road, Ultimo	$26,000
Caretaker’s Flat, Rear 770 Elizabeth Street, Waterloo	$18,200
Total	**$44,200**

Dixon Street improvement grants

Name in application	Project name	Cash amount
Eileen Lai and Eastern Cafe Pty Ltd	47 Dixon Street	$80,000
Elegant Dixon Property Pty Ltd as the trustee for Elegant Dixon Trust	82-84 Dixon Street	$60,000
Gatsby Brothers Catering Management Pty Ltd	63-69 Dixon Street	$20,000
Goon Yee Tong Ltd	54 Dixon Street	$49,000
Loong Yee Tong Society Inc	LYT renovation 50-52 Dixon Street	$60,000
Magenta Dawn Holdings Pty Ltd t/a Mother Chu's Taiwanese Gourmet	1/84-88 Dixon Street Sydney, NSW 2000	$11,100
Sweet Lu (City) Pty Ltd	Sweet Lu shopfront and internal space upgrade	$60,000
Total		**$340,100**



Image 3. The Belly of The Feast artwork by Blac Douglas at the multipurpose outdoor court, Green Square Public School and Community Spaces. Abril Felman/City of Sydney

Festivals and events sponsorship

Name in application	Project name	Cash amount	Value-in-kind amount
4A Centre for Contemporary Asian Art	Lunar New Year Festival: Year of the Fire Horse	$43,000	$0
ACON Health Ltd	ACON's 40th Anniversary	$20,000	$0
Alliance Francaise de Sydney Cultural Foundation Ltd	French Film Festival	$0	$7,490
Anabelle Jeanne Francoise Lacroix	Radio Insomnia	$20,000	$0
Antenna Documentary Institute Ltd	Antenna Documentary Film Festival	$29,000	$0
Antenna Documentary Institute Ltd	Antenna Documentary Film Festival	$20,000	$0
Art Fairs	Sydney Contemporary	$0	$33,800
Australian Design Centre	Sydney Craft Week Festival	$20,000	$0
Australian Fashion Week	Australian Fashion Week 2025-2026	$100,000	$150,000
Australian Fashion Week t/a International Management Groups of America Pty Ltd	Australian Fashion Week 2024-2026	$100,000	$0
Australian South Sea Islanders (Port Jacksons) Ltd	SugarFest Oceanic Culture History and Music Festival series	$30,000	$0
Bad Friday Pty Ltd	Celebrate Newtown with The King Street Crawl Contemporary Music Festival	$25,000	$0
Bicycle New South Wales Inc	Spring Cycle	$20,000	$20,660
Biennale of Sydney Ltd	Biennale of Sydney 2024 and 2026	$650,000	$150,000
Business Events Sydney Ltd	Securing Global Business Events for Sydney 2026-2030	$300,000	$0
Choulartons Australia Pty Ltd	Woolloomooloo Market	$20,000	$0
Choulartons Australia Pty Ltd	Taylor Square Night Market	$25,000	$0
Christmas in Pyrmont Inc	Christmas in Pyrmont	$5,000	$0

Name in application	Project name	Cash amount	Value-in-kind amount
Counterpoint Community Service Inc	Playgroups in the Park 2025 to 2027	$17,500	$0
Coota Girls Aboriginal Corporation	Sorry Day Stolen Generations community gathering	$35,000	$0
Cicada Innovations Pty Ltd	Cicada x Tech23 Deep Tech Festival	$20,000	$0
Dance Move Engage	National DanceSport Championship	$0	$9,272
Destination NSW	Australia Day in Sydney 2024-26	$150,000	$48,880
Destination NSW	Vivid Sydney	$0	$400,000
First Hand Solutions Aboriginal Corporation	National Indigenous Art Fair	$25,000	$7,200
Fuzzy Operation Pty Ltd	Harbour Concert series	$20,000	$0
Gadigal Information Service	Yabun Festival 2024-27	$215,000	$7,072
Head On Foundation Ltd	Head On Photo Festival 2026–2028	$30,000	$6,464
Head On Foundation Ltd	Head On Photo Festival	$20,000	$4,130
Heartdancers	Rituals – The Sacred, The Now, The In-Between	$10,000	$0
History Council of NSW Inc	Annual history lecture and awards event	$0	$2,429
Holi Festival Australia Community Inc	Holi Festival Sydney	$0	$41,085
International Performing Writers Association	Story Week 2023 – A Festival for Writers who Perform	$5,000	$11,642
Lachlan Rodney Dale	Performance series and workshops for culturally and linguistically diverse communities	$11,000	$0
Laura Amy Kent	Joykids Australia	$0	$16,364
Leila Enright	Trans Theatre Festival	$11,000	$0

Name in application	Project name	Cash amount	Value-in-kind amount
Minus18 Foundation Ltd	Queer Formal Sydney – A celebration of LGBTQIA+ youth	$17,000	$0
Mudgin-Gal Aboriginal Corporation	Mudgin-Gal's recognition celebration dinner	$30,000	$0
Museums & Galleries NSW	Imagine Program	$0	$8,775
People with Disability Australia	A Voice of Our Own – People with Disability Australia	$0	$3,260
Performance Space	Liveworks and Live Dreams	$25,000	$0
Pyrmont – Ultimo Chamber of Commerce and Industry Inc t/a Business in the Peninsula	Pyrmont Community Food and Wine Festival 2026, 2027 and 2028	$30,000	$0
Qtopia Ltd	Sydney's Pride Fest	$0	$6,370
Queer Screen Ltd	Mardi Gras Film Festival 2026	$40,000	$0
Queer Screen Ltd	Queer Screen Film Festival 2025	$10,000	$0
Red Room Poetry	Poetry month 2025–2027	$25,000	$0
Refugee Council of Australia	Refugee Week 2026	$10,000	$0
Rotary Club of Kings Cross Inc	Kings Cross Community Engagement Initiative	$0	$140
Serbian Orthodox Youth Association Inc.	Serbian Festival Sydney and Serbian Film Festival	$25,000	$5,400
Sex Workers Outreach Project NSW Inc	Sex Work – a legal and social history walking tour	$10,000	$0
Social Enterprise Council of NSW & ACT Ltd	Social Enterprise Festival	$20,000	$0
Soul of Chinatown Inc	Chinatown Comedy Club	$10,000	$0
Sound Sorcery Collective	Sound Sorcery – Jazz Magick for Women and Gender-Diverse Baddies	$11,000	$0
Sydney Comedy Festival Pty Ltd	Sydney Comedy Festival Rocks	$0	$17,750
Sydney Gay & Lesbian Mardi Gras Ltd	Sydney Gay and Lesbian Mardi Gras Festival 2024-27	$340,000	$70,776

Name in application	Project name	Cash amount	Value-in-kind amount
Sydney Festival Ltd	Sydney Festival 2025-28	$1,400,000	$840,000
Sydney Film Festival	Sydney Film Festival 2024-27	$270,000	$490,687
Sydney Fringe Inc	Sydney Fringe Festival 2024-27	$230,000	$175,404
Sydney Improvised Music Association Inc	2025 Sydney International Women's Jazz Festival	$45,000	$0
Sydney Opera House Trust	Community choral program	$25,000	$0
Sydney St Patrick's Day Organisation Inc	Sydney St Patrick's Day parade and festival	$15,000	$0
Sydney Symphony Orchestra Holdings Pty Ltd	Sydney Symphony summer concerts	$0	$39,449
Sydney Writers' Festival Ltd	Sydney Writers' Festival 2025, 2026, 2027 and 2028	$375,000	$154,000
SXSW Sydney	SXSW Sydney 2025, 2026 & 2027	$100,000	$112,533
Taiwan Film Festival Inc	8th Taiwan Film Festival in Australia	$15,000	$0
Thai Town Business and the Thai Community Association Inc	Thaitown Lunar New Year event 2026	$12,000	$0
The Big Design Group	The Big Design market	$0	$23,520
The Energy Laboratory Ltd (EnergyLab)	EnergyLab decarbonisation discussions 2025 and 2026	$10,000	$0
The Marmalade Foundation Ltd	Unite against violence – No more empty shoes vigil	$18,635	$5,100
The Society of Arts and Crafts of New South Wales	Craft New South Wales at the Tramsheds	$5,000	$2,009
The Trustee for The Salvation Army (NSW) Property Trust	Salvos at Martin Place	$5,000	$0
University of Sydney	Seymour Nights	$19,000	$0
Weave Youth & Community Services Ltd	Mad Pride – A youth-led mental health community event	$20,000	$0
Total		**$5,164,135**	**$2,871,661**

Food support grants

Name in application	Project name	Cash amount	Value-in-kind amount
Aboriginal Medical Service Cooperative Ltd	Food support delivery program	$50,000	$0
Ability Beyond Boundaries	Taste of Home – A Community Food Project	$0	$6,000
Addison Road Centre for Arts, Culture, Community and Environment Ltd	Food Security Program	$65,000	$0
Alfalfa House Community Food Cooperative Ltd	Refresh, Replenish and Survive: Newtown Station Kitchen Garden	$19,999	$0
Asylum Seekers Centre	Nourish and Sustain	$150,000	$0
Dignitas Respect Inc	Dignitas 25/26	$29,999	$0
First Nations Response	Caring for Community our way, the Blak way	$450,000	$26,623
Foodbank NSW & ACT Ltd	Increasing access to essential food, grocery and personal care items	$30,000	$0
Glebe Youth Service	Food Circle	$73,652	$0
Marmalade Foundation/Lou's Place	Nutritious meals for women	$27,500	$0
Mudgin-Gal Aboriginal Women's Corporation	Culturally safe food support for Aboriginal women and families	$80,608	$0
Police Citizens Youth Clubs NSW Ltd	Youth Club nourishment program	$23,000	$0
St Johns Anglican Church Glebe	Glebe Assistance Partnership Enhancement Program (GAPP)	$20,000	$0
Surry Hills Neighbourhood Centre Inc	Food for health access program	$28,512	$0
Sydney University Settlement	Food support, education and capacity building at the settlement	$117,865	$0
The Girls & Boys Brigade	Food support program	$30,600	$0
The International Shift	Soup of Human Kindness	$25,000	$0

Name in application	Project name	Cash amount	Value-in-kind amount
The Twenty Ten Association	Pantry Pride!	$40,000	$0
The Uniting Church in Australia Property Trust (NSW)	Resourcing and resilience program	$50,000	$0
The Uniting Church in Australia Property Trust (NSW)	The Pantry	$12,600	$0
Tribal Warrior Aboriginal Corporation	Tribal Warrior – food support for stronger communities	$80,608	$0
Womens & Girls Emergency Centre	Food access	$45,057	$0
Wyanga Aboriginal Aged Care Program Inc	Wyanga food program	$50,000	$0
Total		**$1,500,000**	**$32,623**

Green building grants

Name in application	Project name	Cash amount
Aldprop Pty Ltd	NABERS energy and water rating Year 3 – 22 Shelley Street, Sydney (Ibis Barangaroo)	$2,833
Ananke Holdings Pty Ltd t/a Sofitel Sydney Wentworth	NABERS energy and water rating Year 1 – 61-101 Philip Street, Sydney (Sofitel Sydney Wentworth)	$7,500
EP Management Pty Ltd t/a Swissotel Sydney	NABERS energy and water rating Year 1 – 68 Market Street, Sydney (Swissotel Sydney)	$2,925
Kurrajong Pty Limited	NABERS energy and water rating Year 1 – 136 Darlinghurst Road, Darlinghurst	$11,597
Laudet Pty Ltd	NABERS energy and water rating Year 3 – 28 Albion Street, Surry Hills, Sydney (Rydges Sydney Central)	$2,833
Marble Operations Pty Ltd	NABERS energy and water rating and waste audits and action plan Year 1 – 488 George Street, Sydney (Hilton Sydney)	$16,534
Martin Heritage Management Pty Ltd	Green Star performance certification attainment – 1 Martin Place, Sydney (The Fullerton Hotel Sydney)	$16,500

Name in application	Project name	Cash amount
Owners Strata Plan 95997	Energy assessment and NABERS energy and water rating Year 1 – 6 Ebsworth Street, Zetland	$15,000
Pearl Hotels D 1993 Pty Ltd	NABERS energy and water rating Year 3 – 70 Murray Street, Sydney (Ibis Darling Harbour)	$6,000
Pearl Hotels D 1993 Pty Ltd	NABERS energy and water rating Year 3 – 100 Murray Street, Sydney (Novotel Darling Harbour)	$6,000
Props Strata Plan No 9337	NABERS energy and water rating Year 1 and energy plan/ EV assessment – 104 Elizabeth Bay Road, Elizabeth Bay (Ashleigh)	$9,609
Salter Brothers Hotel Company Ltd	Green Star performance certification Year 1 – 203 Victoria Street, Potts Point (Holiday Inn)	$14,250
Strata Plan 2078	NABERS energy and water rating Year 1 and renewables and electrification feasibility assessments including EV charging – 200 Forbes Street, Darlinghurst	$14,880
Strata Plan 36980	Renewable energy feasibility assessment – 11-33 Maddison Street, Redfern (Moore Park Mews)	$5,900
Strata Plan 45205	Building electrification assessment – 38-52 College Street, Darlinghurst	$12,000
Strata Plan 48756	NABERS energy and water rating Year 1 energy efficiency, renewables and electrification action plan – 37-61 Gibbons Street, Redfern	$24,190
Strata Plan 49302	NABERS energy and water rating Year 1 and action plan, renewables feasibility assessments, building electrification feasibility assessment including EV charging – 2-26 Wattle Crescent, Pyrmont	$15,000
Strata Plan 53204	NABERS energy and water rating Year 1 and renewable feasibility study – 99 Marriott Street, Redfern (The Printery)	$6,610
Strata Plan 61131	NABERS energy and water rating Year 1 and solar PV, hot water electrification and EV charging feasibility studies – 102 Miller Street, Pyrmont (The Palladium)	$15,000

Name in application	Project name	Cash amount
Strata Plan 62661	NABERS energy and water rating, energy efficiency, renewables and electrification action plan – 2 Mount Street Walk, Pyrmont	$26,161
Strata Plan 62671	Building electrification feasibility assessment, including EV charging – 117-133 Belmont Street, Alexandria	$3,405
Strata Plan 63664	NABERS energy and water rating Year 2 and updated action plan – 3 Erskineville Road, Newtown	$5,000
Strata Plan 69935	NABERS energy and water rating Year 1 and action plan, updated action plan, renewables feasibility assessments, building electrification feasibility assessment, including EV charging – 1-35 Pine Street, Chippendale	$7,610
Strata Plan 70488	NABERS energy and water rating Year 2 and updated action plan – 221 Sydney Park Road, Erskineville	$5,000
Strata Plan 73333 "Glo"	Building electrification feasibility assessment plan and heat pump hot water feasibility – 16-20 Eve Street, Erskineville	$12,973
Strata Plan 74328 Fusion Residential	Building electrification feasibility assessment and NABERS energy and water rating and action plan Year 1 – 16-20 Smail Street, Ultimo	$12,660
Strata Plan 75376	NABERS energy and water rating Year 1 and renewables and electrification feasibility assessments – 3 Griffin Place, Glebe	$7,053
Strata Plan 75377	NABERS energy and water rating Year 1 and action plan, renewables feasibility assessments – 14 Griffin Place, Glebe	$13,719
Strata Plan 78255	NABERS energy and water rating and action plan Year 1 – 13 Pyrmont Bridge Road, Camperdown	$16,614
Strata Plan 91436	NABERS energy and water rating Year 1 – 17-19 Danks Street, Waterloo	$12,548
Strata Plan 93411	Solar Feasibility and heat pump feasibility study – 145 Ross Street, Forest Lodge	$7,610
Strata Plan 98444	NABERS energy and water rating and action plan Year 1 – 111 Darlinghurst Road, Potts Point	$18,361

Name in application	Project name	Cash amount
The Hyde Apartments	NABERS energy and water rating Year 1, action plan and energy assessment – 157-167 Liverpool Street, Sydney	$15,000
The Trustee for Shakespeare 1888 Business Trust	NABERS energy and water rating Year 1 and action plan – 139 Murray Street, Pyrmont	$4,841
The Trustee for the Schwartz Family Trust	NABERS energy and water rating Year 3 – 389 Pitt Street, Sydney (Rydges World Square)	$2,833
The Trustee for the Schwartz Family Trust	NABERS energy and water rating Year 3 – 12 Darling Drive, Sydney (Sofitel Darling Harbour)	$2,833
The Trustee for the Schwartz Family Trust	NABERS energy and water rating Year 3 – 820 George Street, Chippendale, Sydney (Mercure Central)	$2,833
Winadell Pty Ltd	NABERS energy and water rating Year 3 – 382 Pitt Street, Sydney (Ibis World Square)	$2,833
Total		**$385,048**

Haymarket activation grant

Name in application	Project name	Cash amount	Value-in-kind amount
Bespok3 Pty Ltd	Asia Live	$200,000	$0
Total		**$200,000**	**$0**

Innovation and ideas grants

Name in application	Project name	Cash amount	Value-in-kind amount
4A Centre for Contemporary Asian Art	4A Incubator Lab	$48,656	$0
Australian School of Entrepreneurship	The Sydney Young Social Entrepreneur Sprint	$25,000	$0
BCMP Pty Ltd t/a BANG ON Collective	Children, Nature, and Place: ArtVentures in Sydney	$49,994	$0
Better Renting Ltd	Sydney Summer Renter Researchers	$20,000	$0

Name in application	Project name	Cash amount	Value-in-kind amount
Counterpoint Community Service Inc	Clothing Clinic Stage 1	$39,940	$1,688
Creative Plus Business Group Pty Ltd	THRIVE – creative sustainability for Sydney's arts professionals	$19,500	$0
Curiosity Centre Pty Ltd	Ideas to Impact – Sydney's startup toolkit	$27,000	$0
Digital Storytellers Ltd	Pathway to purpose – impact storytelling accelator	$46,550	$0
Diversity Arts Australia	Creative equity at work online learning program	$30,000	$0
Edge Environment Pty Ltd t/a Edge Impact	Circular business toolkit and implementation guidance for hospitality SMEs	$29,594.00	$0
Forward Thinking Design t/a FTD Circular	De-fit waste metrics and circularity fitout guidelines for Sydney retail/hospitality	$31,000	$0
Finding Infinity Pty Ltd	A New Normal Sydney	$50,000	$0
For a Mate Pty Ltd t/a Hey Mate	The Creative Futures Lab	$30,000	$10,000
Green Music Australia	Greener Merch – transforming music industry standards	$33,000	$0
Indigenous Entrepreneur Network Ltd t/a First Innovators	Funding and Investment readiness program for Indigenous businesses	$49,680	$0
Innovillage Pty Ltd t/a Greenhouse	Sydney Climate Action Week	$20,000	$0
Innovillage Pty Ltd t/a Greenhouse	Accelerating the green economy transition by catalysing sustainable finance	$30,000	$0
Jog Network Ltd	Preloved toys workshop	$10,000	$0
Justice and Equity Centre	Health Justice partnership project	$49,940	$0
MAPA Art and Architecture	Open Field agency creative residency program	$30,000	$0

Name in application	Project name	Cash amount	Value-in-kind amount
Michelle Tabet Pty Ltd t/a Left Bank Co	Creating advocacy and professional development platform	$34,925	$2,196
Milk Crate Theatre	Creating Impact: exploring shared outcomes framework for the arts	$40,000	$0
Monash University	Reinventing electrical/electronics repair in the city through innovative models	$48,500	$0
Refugee Council of Australia	Addressing Sydney's Hidden Homeless	$40,000	$0
ReLove Inc	Desk to Dream	$50,000	$0
REMIX Summits	REMIX business of culture incubator and creative entrepreneurship course	$0	$579
Startup Muster Pty Ltd	Muster Sydney	$25,000	$0
Sweltering Cities Ltd	Community heatwave workshops and heat action planning for strengthening resilience	$34,000	$0
Thai Town Business and the Thai Community Association Inc	Thai town Haymarket community and precinct research project	$19,345	$0
The Committee for Sydney Inc	Sydney Global	$50,000	$0
The Crown in The Right of The State of New South Wales, acting through The Premiers Department and t/a Investment NSW	NSW International Student Volunteer Program	$15,000	$0
The University of Sydney	Raising the Bar	$35,500	$0
Wildflower Gardens for Good Ltd	Future Seed – Provenance project	$37,876	$0
Total		**$1,100,000**	**$14,463**

Outside grant program[12]

Name in application	Project name	Cash amount	Value-in-kind amount
Wyanga Aboriginal Aged Care Program Inc	Wyanga roof repair	$100,000	$0
Total		**$100,000**	**$0**

Quick response grants

Name in application	Project name	Cash amount
Asylum Seekers Centre	Asylum seekers centre – bain marie for kitchen	$3,982
Australian South Sea Islanders (Port Jackson)	First Nations bereavement support	$2,000
Babana Aboriginal Men's Group Incorporated	Babana health and wellbeing day	$5,000
Beverley May Garces	Saltwater Healing – NAIDOC Week art showcase and cultural program	$4,500
Bianca Eid	Yoni – free period care pilot	$5,000
David Welsh	The Basketball Queensland First Nations Championships	$5,000
Deborah Louise Roach	Criptonite – creative development and open studio for Sydney Fringe premiere	$4,934
First Nations Response	Christmas food relief hampers	$5,000
Footscape Inc	Foot care kits	$5,000
Foyer Foundation Ltd	Foyer advantage forum	$5,000
Glebe Youth Service	Heart Safe Community – defibrillator access and emergency response training	$3,590
Inner City Care (Darlinghurst) Ltd	Child safety	$5,000
Jennifer Louise Hazi	Automatic defibrillator	$2,119
Metropolitan Local Aboriginal Land Council	April 2026 Sorry Business	$2,050
Metropolitan Local Aboriginal Land Council as auspice for Biyanga	Biyanga – Father’s Day event	$5,000

[12] Grants approved out of scheduled grants round

Name in application	Project name	Cash amount
Mission Australia	Camperdown NAIDOC Community Gathering – 50 Years of Deadly	$2,790
Paddington out of school care	Paddington community gardens	$5,000
Redfern All Blacks Rugby League Football Club Inc as auspice for Redfern All Blacks Cricket Club	Redfern All Blacks Cricket Club Imparja Cup	$3,115
Revolve Recycling Foundation Ltd	Kids bikes for Woolloomooloo	$5,000
Romney Hamilton	Monster by Duncan Macmillan	$5,000
Tribal Warrior Aboriginal Corporation	Elders Christmas party	$3,500
Volunteer Marine Rescue NSW	HarbourSafe – enhancing marine rescue communications	$1,445
Weave Youth and Community Services Ltd	Youth Week Woolloomooloo event	$2,475
William Feuerman	Sydney Comets (under 14s gold basketball team) – National Championships	$5,000
YMCA NSW	Redfern junior basketball academy	$3,500
Total		**$100,000**

Short-term empty properties (STEP) grant

Name in application	Project name	Value-in-kind amount
WildBear Entertainment Pty Ltd	Level 1, 101-115 William Street, Darlinghurst	$67,392
Wondiverse Pty Ltd	Level 2, 101-115 William Street, Darlinghurst	$36,790
Total		**$104,182**

Street banner sponsorship

Name in application	Project name	Value-in-kind amount
Barnardos Australia	Unbound Art Show	$7,232
Bell Shakespeare	Mackenzie	$6,300
Incognito Art Show	Incognito Art Show	$3,500
Lysicrates Foundation	James Martin Walk	$1,190
Opera Australia	Handa Opera on Sydney Harbour – The Phantom of the Opera	$10,500
St Vincent de Paul Society NSW	Vinnies CEO Sleepout 2026	$1,610
Total		**$30,332**

Venue support grants and sponsorship

Name in application	Project name	Value-in-kind amount
Adult Children Association	ACA Glebe Friday Night	$636
Alcoholics Anonymous	Redfern Alcoholics Anonymous meeting	$2,236
Arc @ UNSW Ltd	Kudos Emerging Awards	$3,145
Artisans in the Park Inc	Artisans in the Park market	$1,304
Auspicious Arts Projects Inc	A festival of independent opera	$3,903
Australian Tattoo Arts Ltd	Sydney Tattoo Convention	$94,553
Carl Gladigau	NA Meeting	$1,571
Chronology Arts Ltd	Inclusive improvised contemporary performance series	$6,419
Climate Writers (as auspice for Multicultural Leadership Initiative)	Climate Writers sessions	$2,915
Code for Sydney	Hack-day events tackling civic and social problems through the use of technology	$2,096
Code for Sydney	Hack-day events tackling civic and social problems through the use of technology and group meetings to discuss civic problems	$1,260
Country Women's Assoc of NSW	SCRAPS – Community sewing day	$2,041

Name in application	Project name	Value-in-kind amount
Crystal Meth Anonymous Area Inc	CMA Thursday Glebe meeting	$235
Debtors Anonymous	Glebe Debtors Anonymous Thursday night meeting	$859
Dirty Feet Ltd	DirtyFeet inclusive dance program	$2,896
Disability Rocks Inc	Weekly dance class	$7,388
FADISS t/a Family Drug Support	Stepping Stones	$460
Full Stop Australia	Full Stop incubator	$1,281
Gamarada Indigenous Healing and Life Training Ltd	Gamarada community healing and cultural leadership program	$5,584
Heartfulness Institute	Weekly meditation – Customs House meeting room	$1,188
Indonesian Buddhist Society of NSW Inc	One Day Mindfulness	$1,000
Indonesian Welfare Assoc	Creative Connections	$590
Minus18 Foundation	Queer Formal Sydney – a celebration of LGBTQIA+ youth	$9,068
MustSee Shows	Beautiful – the Carole King musical performance	$1,249
Narcotics Anonymous / Fellowship Service Office Inc t/a Narcotics Anonymous Australia	Narcotics Anonymous fellowship meeting	$709
Narcotics Anonymous – Newtown Saturday @2.30pm	Narcotics Anonymous meeting	$1,571
Narcotics Anonymous / Fellowship Service Office Inc t/a Narcotics Anonymous Australia	Narcotics Anonymous meeting	$585
Narcotics Anonymous / Fellowship Service Office Inc t/a Narcotics Anonymous Australia	Narcotics Anonymous meeting	$1,640
Narcotics Anonymous / Fellowship Service Office Inc t/a Narcotics Anonymous Australia	Narcotics Anonymous meeting	$10,591
Narcotics Anonymous / Fellowship Service Office Inc t/a Narcotics Anonymous Australia	Narcotics Anonymous meeting	$1,153

Name in application	Project name	Value-in-kind amount
Narcotics Anonymous	Living Clean in Redfern (Saturday meetings)	$1,495
New Theatre (Sydney) Inc	Community theatre – new work development	$2,513
Newtown Breakaways Inc	‘90s Prom	$345
NSW Justices Association Inc	NSW Justices association board and advisory meeting	$800
Organic Buyers Group Hub	Organic buyers group hub weekly divvy	$1,610
Polyphony	Late Nights on Limewire	$1,581
Positive Life NSW Inc	NSW World AIDS Day 2026	$935
Redfern Alcoholics Anonymous	Alcoholics Anonymous meeting	$650
Refugee Council of Australia Inc	Sanctuary Runners Australia launch	$600
Regional Service Body of Australia t/a Narcotics Anonymous	Kings Cross Wednesday Narcotics Anonymous women’s meeting	$787
Regional Service Body of Australia t/a Narcotics Anonymous	Narcotics Anonymous Newtown Friday night meeting	$788
S-Anon	Face-to-face hybrid meeting	$1,046
Schizophrenia Fellowship of NSW Ltd t/a Primary Integrated Care Support (PICS) Onedoor	CreativeSpace@PICS JOY! exhibition	$2,221
SLAA Newtown Newcomer's meeting	90 minute meeting	$1,048
So They Can	Sydney gala dinner 2026	$2,306
Spanish Community Care Association	Spanish Seniors group get together at Abraham Mott Hall	$2,978
Stolen Generations Council NSW/ACT	Elders Ball 2025	$6,917
Suicide Prevention Australia	LiFE Awards Gala Dinner	$6,777
Sydney Eisteddfod	Music productions	$3,155
Sydney Chinese Classical Poetry Association Inc	Lecture and seminar	$7,436

Name in application	Project name	Value-in-kind amount
Sydney Community Foundation (as the trustee for Impact100 Sydney)	11th Annual Maybanke lecture	$641
Sydney Male Choir Inc	Annual fund-raising concert	$16,398
Sydney Musical & Opera Society Inc	An Evening with Rodgers and Hammerstein – rehearsal project	$470
Sydney U3A Inc	Weekly and fortnightly classes	$4,824
Sydney University Graduate Choir	Sydney Sings	$37,616
Team Sydney Inc	Mardi Gras Martial Arts Championships 2025	$1,989
The Australian Remembrance Foundation	Lest We Forget Tribute	$22,324
The Benevolent Society	Women's Health – Menopause (Myths and Truths)	$1,219
The Ethics Centre	Festival of Dangerous Ideas presents Salman Rushdie	$16,364
The Occasional Performing Sinfonia Inc	Celebration Sing Out!	$8,464
The Quilters Guild	Piecemakers quilt making	$2,226
The Uniting Church in Australia Property Trust (NSW)	Art From The Heart 2026	$9,221
Tracy Le	Table tennis reunion and celebrate Warren Gray	$444
Ultimo Chinese Seniors Group c/o Heidi Lau	Ultimo Chinese senior group art and cultural programs	$15,847
Total		**$354,161**

External bodies exercising functions

NSW Local Government (General) Regulation 2021
s 217 (1) (a6)

During 2025/26 there were no external bodies exercising functions delegated by the City.

Controlling interests

NSW Local Government (General) Regulation 2021
s 217 (1) (a7)

During 2025/26 the City held no decision-making controlling interest in any corporation, partnership, trust, joint venture, syndicate or other body.

Partnerships

NSW Local Government (General) Regulation 2021
s 217 (1) (a8)

During 2025/26, the City of Sydney took part in the corporations, partnerships, trusts, joint ventures, syndicates and other bodies below.

City West Housing Pty Ltd

Since 1994 the City has collected affordable housing contributions and transferred them to City West Housing to use to develop new affordable housing.

The City of Sydney was a preference shareholder until 20 March 2024. The redeemable preference share held by the City of Sydney was redeemed and the City of Sydney is no longer a shareholder of the Company.

In 2024 both Bridge Housing and St George Community Housing joined City West Housing in receiving affordable housing contributions to build affordable housing consistent with the City's requirements. All 3 community housing providers are tier 1 registered not-for-profit providers.

City Recital Hall Ltd

City Recital Hall opened in 1999 as a purpose-built chamber music venue with world-class acoustics and a capacity of 1,246. It presents a curated program of contemporary music performances to complement their presenting partners – Australian Chamber Orchestra, Musica Viva Australia, Sydney Symphony Orchestra, Pinchgut Opera and Australian Brandenburg Orchestra.

In 2015 the City endorsed the establishment of the not-for-profit organisation, City Recital Hall Ltd, to be constituted as a public company. The City established a governance structure, a company constitution, appointed company directors and established the City Recital Hall Ltd Board.

The City has provided financial support to the City Recital Hall Ltd since 2015. The current 5-year funding agreement and the sublease extend to June 2030.

In 2025/26 the City completed significant capital works, technical upgrades and signage improvements required to maintain this significant cultural asset.

Resilient Sydney (resilientsydney.com.au)

Resilient Sydney is a collaboration of all 33 councils of Greater Sydney working together with the NSW Government, business and community to drive region-scale action that strengthens our city's ability to survive, adapt and thrive in the face of chronic stresses and acute shocks. Resilient Sydney builds capacity across local government to address city-wide risks and build stronger, more resilient communities. The City has hosted the program since 2015, which is funded by the local governments of Greater Sydney.

The second Resilient Sydney Strategy 2025–2030 includes 5 core directions and 30 actions addressing the region's vulnerabilities and shared city-wide priorities for a future-ready city. This strategy was informed by a regional risk assessment and engagement with more than 200 organisations and 2,000 individuals. The strategy has been endorsed by councils across Greater Sydney.

A multi-sector steering committee is chaired by the City's CEO and guides the Resilient Sydney program. The committee includes CEOs from Greater Sydney councils, executives from key state government agencies, including the NSW Reconstruction Authority, and business and community leaders.

How the strategy is implemented

The strategy is aligned with the global City Resilience Framework and is implemented through existing resilience ambassadors and partnerships with government, business and community sectors. It is supported by the Resilient Sydney data platform with 380 local government users accessing standardised and consistent data for disaster risk decision making and environmental performance insights across Sydney.

The Resilient Cities Network is a global city-led not-for-profit organisation that helps cities build safer and more sustainable communities by connecting them with knowledge, partners and funding. The organisation works with city based chief resilience officers to mobilise communities, city governments, urban practitioners and partners to produce impact-driven resilience strategies and projects. The network includes more than 100 member cities in 40 countries. It is funded by the Rockefeller Foundation and other partners.

As a member of the Resilient Cities Network, Resilient Sydney and the City gain:

- access to world's best practice knowledge and practitioners on strategic city resilience planning
- capacity building for City employees and ambassadors through attending and engaging in global and regional city focused events to share best practice in urban resilience
- access and support to use methodologies and resilience tools provided by the network
- access to potential global and local partners in business and philanthropy with an interest in investing or funding city resilience activities.

Other collaborative/cooperative arrangements

Throughout the year the City also worked with others in collaboration and cooperation to achieve shared outcomes. Details of those arrangements are below.

The food regulation partnership

The City has a partnership with the NSW Food Authority.

The partnership's objectives are to:

- clarify the responsibilities of enforcement agencies for food regulation
- improve food safety coordination between enforcement agencies, including food inspections
- provide faster responses to food emergencies and food recalls
- enable all enforcement agencies to recover the costs of food regulation enforcement
- provide a food regulation forum for consultation with enforcement agencies and the retail food sector.

This partnership guides food regulation across NSW by providing a consistent reporting approach and employee training for monitoring and enforcing food safety.

C40

C40 is a global network of 96 member cities that collaborate, knowledge share and drive meaningful, measurable and sustainable action on climate change. Sydney has been a member since 2007. City staff participate in several global initiatives and networks on climate or social issue, specific topics via join webinars to share learnings with other cities. Staff can also access guidance and resources on best practice in city-led climate action.

University of Sydney and the University of Technology memoranda of understanding

The City of Sydney has established memoranda of understanding (MOU) with the University of Sydney and the University of Technology Sydney.

These MOUs align with the objectives of the City's vision and the strategic directions of each institution. This establishes a collaborative and visible partnership around areas of shared mutual interest.

They reflect a shared commitment to a sustainable and globally connected Sydney, with vibrant and diverse precincts where people can live, learn and thrive, regardless of their social or cultural background.

The agreements focus on knowledge exchange, project and research partnerships, professional development opportunities, student learning opportunities, sustainability partnerships, data exploration, international student wellbeing and work-integrated learning, and city and urban planning.

High-level steering committees comprising City and university representatives develop annual programs of work based on identified priority areas of mutual interest.

Coordination is jointly managed by the City and the respective universities, with task groups established on a project-by-project basis.

Welcoming Cities Network

Welcoming Cities is a national network of cities, shires, towns and municipalities committed to an Australia where everyone can belong and participate in social, cultural, economic and civic life. Members have access to a community of like-minded local councils through knowledge-sharing, the development of partnerships, and sharing and celebrating successes.

Welcoming Cities is an initiative of Welcoming Australia, supported by the Scanlon Foundation.

Visitor Economy Greater Sydney Local Councils Group

Destination NSW convened the Greater Sydney East Visitor Economy Local Government Working Group until December 2025. The City participated in the working group alongside other local councils including Waverley, Northern Beaches, Inner West, Woollahra and Randwick. The group's purpose was to enable Destination NSW to engage with Greater Sydney councils and to share and collaborate in achieving the NSW Government's vision to be the premier visitor economy in Asia Pacific. Due to restructuring at Destination NSW, the group was disbanded at the end of 2025.

Sustainable Destination Partnership

The Sustainable Destination Partnership is a collaboration with leading accommodation and entertainment providers and cultural institutions aiming to improve the sustainability performance of the sector.

The partnership produces resources and tools to tackle the challenges it faces and helps Sydney become recognised as one of the world's top sustainable cities in the annual Global Destination Sustainability Index.

Partner members are Accor Hotels, Amora Hotel Jamison Sydney, Art Gallery of NSW, Australian Museum, Australian National Maritime Museum, Disney Studios, Grace Hotel, Hilton Sydney, Furama Darling Harbour, Hyatt Regency, InterContinental Hotel Sydney, International Convention Centre Sydney, Merlin Entertainments, Museum of Applied Arts and Sciences, Museum of Contemporary Art, Park Royal Sydney, Pier One, Salter Brothers, Schwartz Family Co, Shangri-La, Sheraton Grand Hyde Park, State Library of NSW, Sydney Fish Market, Sydney Harbour Marriott, Museums of History, Sydney Opera House, TFE Hotels, The Langham, The Star Entertainment Group, YHA Australia and Pro-Invest. Associate members are Business Events Sydney, Earthcheck, Green Building Council of Australia, My Green Butler, NABERS, OzHarvest, Accommodation Australia, Tourism and Transport Forum, Good Environmental Choice Australia, Destination NSW and Eco-Tourism.

Innovation District Alliance

Committee for Sydney convenes the Innovation District Alliance, a coalition of government, private sector and university stakeholders representing innovation precincts across Sydney. The alliance

focuses on place-based economic development that builds on the cumulative strengths of NSW's innovation network. The group meets monthly and in 2025 provided a signed shared submission to the NSW Government requesting funding to give effect to the NSW Innovation Blueprint.

Joint use of facilities memorandum of understanding and project deeds with NSW Department of Education

Under the 2017 Memorandum of Understanding for Joint Use Projects between the City and the NSW Department of Education, 3 project deeds are in place for joint use of sporting facilities and community spaces. These deeds cover:

- Alexandria Park Community School and Alexandria Park
- Inner Sydney High School and Prince Alfred Park
- Green Square Public School and Community Spaces.

The redevelopment of the Alexandria Park Community School was completed in early 2023. It provides for shared use of a new competition-size sportsfield, 2 outdoor multipurpose sports courts, a multipurpose indoor sports hall and amenities. Shared sports facilities at the Inner Sydney High School include an indoor gymnasium, fitness training areas and associated amenities. The project was completed in late 2020.

The Green Square Public School and Community Spaces opened in late 2025 in Zetland. The project is jointly funded by the City and the Department of Education. It includes a 600-place primary school integrated with facilities designed for both school and community use, such as a community hall, multipurpose court, courtyard and multipurpose community spaces.

SSROC Procure Recycled – Paving the Way initiative

The Procure Recycled memorandum of understanding focuses on working together to develop a framework for regional procurement of recycled material in infrastructure. The City, along with 15 other councils, participated in the Southern Sydney Regional Organisation of Councils' Paving the Way coordinated tender for sustainable road construction materials. The tender, which was the largest council-led procurement of its type in NSW, aggregated demand and created a closed-loop market for around one third of kerbside domestic glass per year as a substitute for natural sand and was finalised in 2021. The City continues to use the arrangement and is part of the same working group. In the last financial year, 281 tonnes of recycled glass fines were used in City road renewal capital projects. The City also used 1,587 tonnes of recycled asphalt in its road resurfacing.

Regional waste working group

The City works closely with the Southern Sydney Regional Organisation of Councils (SSROC) and 11 of its participating councils to implement a regional waste strategy and actions. The City's CEO is the chair of the waste working group.

The working group provides a forum through which member councils can interact, exchange ideas and work collaboratively to solve regional issues about waste management and the advancement of the circular economy in the region. As part of this working group councils collaborate on projects, advocacy, research and education.

The following projects and actions were completed by the SSROC working group in 2025/26:

- led an 18-month research project on repair incentives. The first phase examined repair schemes across Europe through interviews and analysis. The second phase is underway, engaging repair professionals and community focus groups to assess the feasibility of repair rebate programs
- worked with industry and peak bodies to provide councils with advice and options to help manage potential impacts of fuel supply disruptions on waste collection contracts
- organised tours of organics processing facilities across NSW, along with interviews and question and answer sessions, to provide councils with a better understanding

of available technologies and current processing capacity

- coordinated and chaired the metropolitan Sydney textiles steering group, supporting implementation of the textiles action plan, funding council projects and contributing to the national clothing stewardship scheme
- developed waste management recommendations for the NSW Housing Mid-Rise Pattern Book to ensure waste and resource recovery outcomes were incorporated into planning guidance. Also facilitated discussions with the NSW EPA on temporary storage areas as part of disaster recovery planning.

Outer Sydney Harbour and Cooks River coastal management programs

The City is working with other councils and state agencies to develop long-term coastal management programs for outer Sydney Harbour and the Cooks River. Thes programs aim to address coastal hazards, improve environmental health and enhance public spaces along both waterways.

As part of the outer Sydney Harbour program, the Sydney Coastal Councils Group carried out community consultation across 8 council areas during 2025/26 to better understand local values, concerns and priorities for the harbour. Technical studies on coastal hazards, risks and water pollution were also completed. The findings will help shape future management actions.

The City also contributed to the Cooks River program, led by the Cooks River Alliance, which aims to improve the river's health and resilience. During 2025/26, findings from technical studies on waterway assets, biodiversity and coastal hazards were used to develop management options for the next stage of the program.

Better Buildings Partnership

The Better Buildings Partnership is a collaboration of leading institutional building owners working to improve the sustainability performance of existing commercial and public sector buildings in Sydney. One of the partnership's key objectives is to work collaboratively on improving the sustainability of commercial buildings and help achieve the City's environmental targets, including net zero carbon emissions by 2035. It also drives national change across corporate portfolios and the broader commercial sector.

The partnership is focused on climate action, circular economy solutions and resilience by producing practical resources and tools to tackle shared challenges facing the commercial property sector, to help Sydney become one of the world's top sustainable cities. Current members are Brookfield Properties, Charter Hall, Lendlease, the City of Sydney, DEXUS Property Group, the GPT Group, Mirvac, IFM Investors and Stockland. The partnership is supported by Good Environmental Choice Australia, Green Building Council of Australia, Property Council of Australia, NABERS, University of Technology Sydney and the City of Melbourne as well as associate members engaged in property management – JLL, CBRE and Colliers.

CitySwitch National Steering Committee

CitySwitch is a free, national program supporting Australian businesses to simplify and structure their journey to net zero. The program produces nationally consistent resources and campaigns through local engagement to drive climate action (scope 1, 2 and 3), waste reduction and circular economy outcomes, building performance ratings and accreditations and sustainability leadership in the commercial sector.

The program is governed through a National Steering Committee managed by the City. The committee includes North Sydney Council, City of Melbourne, City of Port Phillip, City of Yarra, City of Ballarat and the NSW Government (NABERS).

Residential Apartments Sustainability Reference Group

The City leads a residential apartments sustainability reference group which was established in 2014. Its purpose is to inform, coordinate and advocate to achieve better sustainability and resilience outcomes in the strata residential sector.

Organisations represented include Ausgrid, City Futures Research Centre, City of Melbourne, Facilities Management Association, Homes NSW, Jemena Gas, NSW Department of Climate Change, Energy, the Environment and Water, NSW Department of Customer Service, NSW Department of Planning and Environment, NSW Fair Trading, Owners Corporation Network, PICA Group, Resilient Sydney, Strata Community Australia NSW, and Sydney Water.

World Cities Culture Forum

The World Cities Culture Forum is the leading global network of more than 40 creative cities. The network shares a belief in the importance of culture for creating thriving cities. It provides global leadership on culture through evidence, inspiration and global collaboration.

Established in 2012, the World Cities Culture Forum (WCCF) is the leading global network of civic cultural leaders from 45 countries, spanning 6 continents, representing over 260 million people, and including 60 UNESCO world heritage sites and often described as the C40 for Culture. The City of Sydney has been a member of the WCCF since 2014 and has been participating in the annual Summit since 2017.

Beginning as an initiative of the Mayor of London, the 12 original participating cities including London, New York, Shanghai, Paris, Tokyo, Sydney, Johannesburg and Istanbul, has now grown to 44 members including Melbourne. The forum brings together senior policymakers to consider new trends, challenges and ideas, conduct comparative research and build a strong evidence base about the impact of culture on world cities and their residents.

The City has been a member of the forum since 2014 and has participated in the yearly World Cities Culture Summit since 2017.

The forum enables the City to share information with other global cities, including benchmarking data and best practice policy frameworks. Membership has already provided significant value allowing the City to showcase its innovative work and gain valuable insights to improve policy objectives.

The 2025 summit was held in Amsterdam from 15 to 17 October under the theme ‘Stronger Together: Culture in a Changing World’.

The forum has also invested in other initiatives between summits. The latest initiative was the publication of the Creative Land Trust Handbook and the inaugural Creative Land Trust Summit held in San Francisco in May 2025. The City participated in the summit and contributed to the handbook.

Homes NSW

The City of Sydney and Homes NSW work together to improve services, safety and amenity for social housing residents in the local area.

The City of Sydney is a member of the Waterloo Human Services Collaborative, chaired by Homes NSW, Counterpoint Community Services and NSW Health. City staff attend all Homes NSW Neighbourhood Advisory Boards in the local area, including chairing the Waterloo Wellbeing Safety Action Group and attending the Waterloo Redevelopment Group.

Monthly meetings are hosted with Homes NSW for updates on the Waterloo redevelopment, resident relocations and supports.

Social housing operational meetings with Homes NSW are hosted by the City and held monthly to respond to operational and systemic issues including cleansing and waste, rodent management and other health, wellbeing and safety issues.

TAFE NSW

The City has developed partnership agreements with TAFE NSW to present free courses in community centres to provide lifelong learning outcomes for community members. This includes English classes for new and older migrants at Ultimo Community Centre.

Music Cities Network

The international Music Cities Network works to support live music and performance and contemporary music policy at a local level. The network includes local government agencies and city-focused music advocacy

organisations. It provides opportunities for sharing research and knowledge and works cooperatively to explore policy and advocacy. The group meets monthly and has a summit each year in a host-city. Recent years have focused on shared strategies for mitigating the ongoing impact of global economic pressures and changes to consumer trends. Future projects are focused on building an international network of music businesses and promoters across the member cities, and shared research on the creative spaces needed to support the music ecosystem.

Domestic Violence NSW and NSW Police

The City, in partnership with Domestic Violence NSW and NSW Police, coordinates quarterly domestic and family violence forums, to support collaboration and coordinate efforts across the sectors working to respond to, prevent and reduce violence. This includes producing domestic and family violence prevention and ally training for residents in the local area to build their understanding of gender-based violence, domestic and family violence, where to get help, and how to have safe supportive conversations.

Department of Communities and Justice

In 2025/26 the City produced programs under 2 funding arrangements with the NSW Department of Communities and Justice. From July to December 2025, programs were funded under the Targeted Earlier Intervention (TEI) program's community connections and community support streams. These supported children, young people, families and communities experiencing, or at risk of vulnerability through activities that build self-determination and increase community participation. Through this funding, the City delivered 6 Connect Sydney skill and capacity-building workshops, one of which was part of a dedicated series for Aboriginal and Torres Strait Islander organisations and communities, alongside co-design and skill development for young people through the Youth Opportunities program.

From January 2026, the City has received funding from the community strengthening stream under the Community and Family Support (CAFS) program. This program specifically targets young people to increase their inclusion and participation in community events and strengthen their sense of belonging in their community. Through this the City delivered 3 Youth Week program events, further training, co-design and skill development through the Youth Opportunities Program, and youth engagement and skill development through the Changemakers Launchpad program. Program delivery will continue under CAFS until June 2031.

Intersectoral homelessness health strategy

The intersectoral homelessness health strategy improves health outcomes for people experiencing homelessness by facilitating a formalised strategic approach to the coordination of planning, delivery and evaluation of homelessness health services.

Partners with the City in the strategy are South Eastern Sydney Local Health District, Sydney Local Health District, St Vincent's Health Network, Department of Communities and Justice and Central Eastern Sydney Primary Health Network.

HART

The Homelessness Assertive Outreach Response Team (HART) is made up of Homes NSW, the City and specialist health, homelessness and other non-government services. A collaborative approach between services results in better outcomes for both people sleeping rough and the wider community.

Youth Week programs and events

Youth Week takes place annually in April. Each year the City partners with local youth service organisations and young people to co-design a suite of programs and initiatives to engage, entertain and educate young people.

Seniors Festival

Seniors Festival celebrates the role seniors play and the contributions they make to the community. The City participates in the festival each year and provides older people with opportunities to engage and connect with their community through a range of social, health and wellbeing programs and activities. This includes the annual Seniors Festival Comedy Show, produced in partnership with the NSW Department of Communities and Justice.

Refugee Week programs and events

Refugee Week provides opportunities for communities to learn more about and celebrate the talents, skills, contributions and cultural diversity of refugees and people seeking asylum. The City supports Refugee Week through a range of events and with extensive promotion.

The City celebrates the contributions and resilience of refugees and people seeking asylum with street banners and digital screens displaying the message ‘Refugees and people seeking asylum are welcome in our city’. The banners feature artworks from 3 artists with refugee experiences.

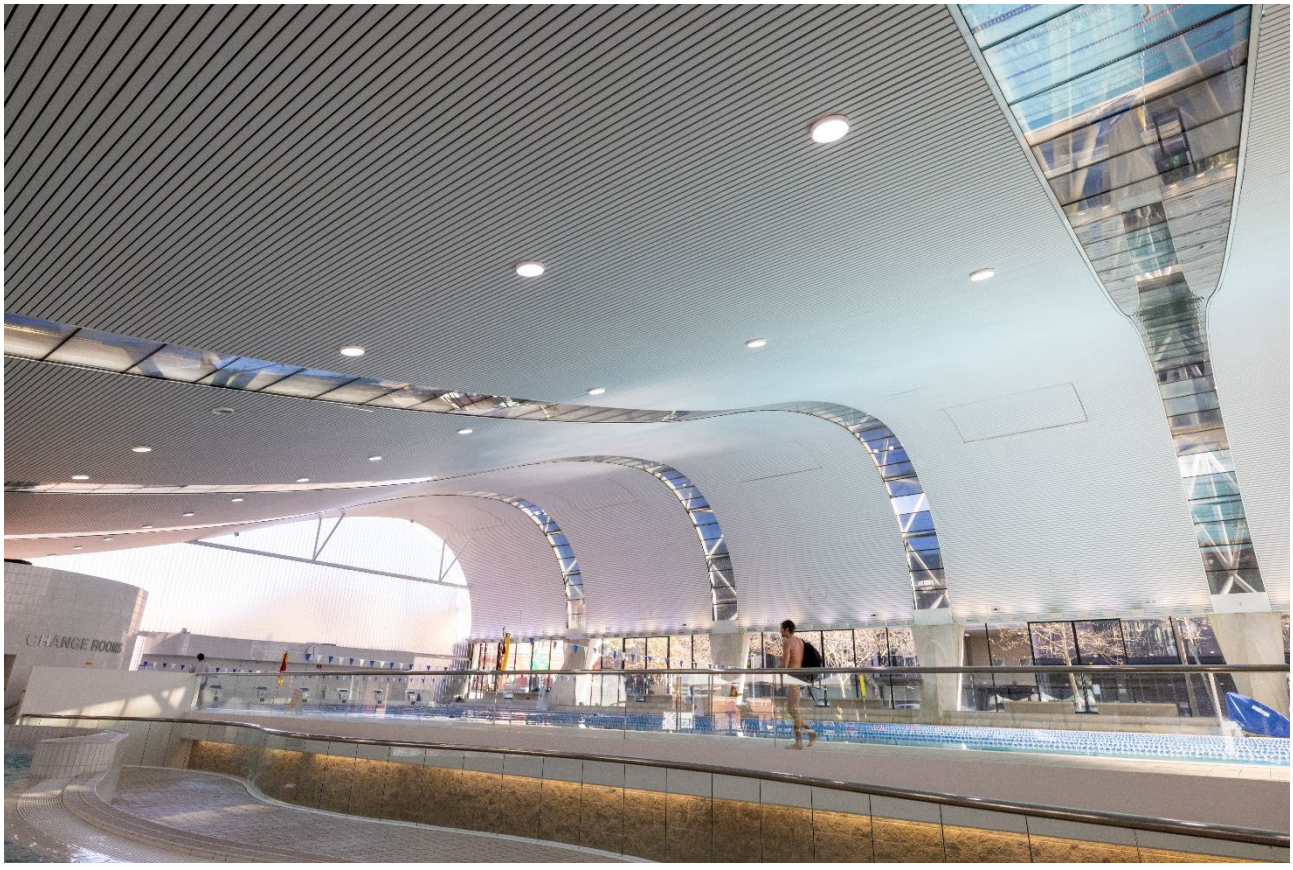


Image 4. Ian Thorpe Aquatic Centre, Ultimo. Abril Felman/City of Sydney

Equal employment opportunity

NSW Local Government (General) Regulation 2021
s 217 (1) (a9)

The City remains committed to equal employment opportunity (EEO) and fostering a workplace that values diversity and inclusion. In 2025/26 the City continued to strengthen its commitment to diversity, inclusion and cultural safety through employee network activity, targeted consultation and the progression of key strategic initiatives, aligned with the People Strategy 2022–2026 which is underpinned by an EEO, diversity and inclusion action plan.

The City continued its commitment to supporting Aboriginal and Torres Strait Islander employees and communities. The Stretch Reconciliation Action Plan (RAP) includes initiatives to celebrate Aboriginal and Torres Strait Islander culture, strengthen relationships with Aboriginal and Torres Strait Islander owned businesses, and attract, develop and retain Aboriginal and Torres Strait Islander employees.

In line with the Aboriginal and Torres Strait Islander workforce strategy, the City worked to improve Aboriginal and Torres Strait Islander employment outcomes through recruitment, engagement, career development and retention. Aboriginal and Torres Strait Islander cultural awareness training was implemented, with a total of 2,125 employees completing this training. Following a decline in Aboriginal and Torres Strait Islander employee representation to 3.2%, the City invested in 2 dedicated roles to improve attraction, retention and career development outcomes.

The City continued progressing its anti-racism framework. Guidelines, self-assessment tools, and a high-level implementation plan were developed and refined through consultation with key stakeholders. Further co-design with First Nations employees and employee networks, manager capability building, and refinement of supporting resources were identified as priorities before the implementation.

The City continued to embed intersectionality across its diversity and inclusion initiatives by supporting and collaborating with 6 employee networks: the Aboriginal and Torres Strait Islander employee network, City Women's network, City Pride, DiverseCity – culturally diverse employee network, Young Professionals network and InclusiveCity – network for people with disability.

Multiple events were held to improve awareness and understanding of issues relevant to the City's diverse employees.

- National Reconciliation Week saw employees join an event themed 'All In', featuring Aboriginal and Torres Strait Islander guest speakers and cultural performances.
- 40 employees participated in Wear It Purple Day under the theme, 'Bold Voices, Bright Futures'. The event encouraged LGBTIQA+ employees and allies to celebrate authenticity, inclusion and advocacy, whilst highlighting the City's commitment to supporting diverse communities.
- 100 employees attended an event during Health Week with Dr Phoebe Holdenson Kimura focused on women's mental health and wellbeing. Employees valued the personal stories, practical tools and opportunities to connect, learn and feel supported.
- 'Are You Pulling My Leg?' comedy show was presented by talented comedians with disabilities who use humour to break down barriers and celebrate diversity, to celebrate International Day of People with Disability in December. The event explored access and inclusion through a lived-experience lens and increased awareness and understanding of disability.
- 50 employees attended a cross-network event in February, designed to strengthen connections across employee networks, promote intersectionality, and share priorities for the year ahead.

- 180 employees attended the International Women's Day event in March, under the theme, 'Give to Gain', which raised awareness of domestic and family violence and encouraged the audience to take meaningful action.
- 100 employees attended an event with keynote speaker Jahin Tanvir, featuring lived-experience storytelling and practical insights on identity, belonging and inclusion, during Harmony Week and in recognition of the International Day for the Elimination of Racial Discrimination.
- employees attended a neurodiversity workshop in April, to inform future initiatives by identifying the support, training and organisational changes that align with the inclusion (disability) action plan.
- a stress management and productivity training session provided practical neuroscience-based strategies to our young professionals, enhancing their wellbeing, resilience, focus and workplace effectiveness in June.

Alongside these major events, ongoing initiatives continued to engage staff. Young Professionals Network delivered a series of networking and engagement activities, including one on career development and how to attract and retain early-career professionals. City Women continued to run Mindful Art sessions, promoting wellbeing and connection through creative activities, including a well-attended weaving session.

In 2025/26 the City provided the following programs to raise awareness of diversity, inclusion and EEO and to build skills for employees and managers.

Program name	**Number of employees**
Aboriginal and Torres Strait Islander cultural awareness program	918
Aboriginal and Torres Strait Islander cultural awareness program – face to face	300
Access and inclusion – Disability (MAJEV)	84
Anti-racism and the Arts presentation	37
Diversity and inclusion at the City of Sydney	26
Hidden Disabilities Sunflower	141
Inclusion (Disability) Awareness eLearning	291
Voices of Oxford Street	12
Neurodiversity workshop – face to face and online	23
WHS – Approaching an Employee You're Concerned About	88
Managing mental health risks at work	410
Managing psychosocial hazards in the workplace	42
Mental health first aid	49
Workers with mental health illness – A practical guide for managers	14
Total	**2,435**

The City enhanced its approach to employ Aboriginal and Torres Strait Islander candidates, people with disability, and young people holding refugee status who continue to face barriers to employment through various measures, including earning Disability Confident Recruiter status for successive years, ensuring Aboriginal and Torres Strait Islander representation on recruitment panels, and fast-tracking applicants to interview.

The City continued developing identified employment opportunities with support from Anti-Discrimination NSW. Identified positions improve access to specific jobs, programs or services for certain groups of people. The City has continued to offer access to a pool of available positions to support diversity and inclusion efforts through talent led recruitment initiatives for Aboriginal and Torres Strait Islander peoples and people with disability.

Key relationships developed to support equal employment opportunities included:

- continuing the long working relationship with Career Seekers and appointing people who have become refugees
- partnering with the Aboriginal Employment Service to increase candidate pools
- participating in the Australian Human Rights Commission's IncludeAbility program as a member of its employer network.



Image 5. Wiradjuri man Josh Yasserie records vocals at Studio RCC at Redfern Community Centre. Jake Duczynski/City of Sydney

General manager remuneration

NSW Local Government (General) Regulation 2021
s 217 (1) (b)

The total remuneration comprised in the remuneration package of the general manager (CEO) in 2025/26 is below.

Description	Amount
(i) the total value of the salary component of the package	$504,034
(ii) the total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages	$0
(iii) the total amount payable by the Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	$60,571
(iv) the total value of any noncash benefits for which any of them may elect under the package	$0
(v) the total amount payable by the Council by way of fringe benefits tax for any such non-cash benefits	$127

Senior staff remuneration

NSW Local Government (General) Regulation 2021
s 217 (1) (c)

The total remuneration comprised in the remuneration packages of all senior employees (other than the general manager) employed during the year 2025/26 is below. This is expressed as the total remuneration of all the senior employees concerned (not individuals) and includes totals below.

Description	Amount
(i) the total value of the salary component of the package	$2,990,089
(ii) the total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages	$0
(iii) the total amount payable by the Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	$358,811
(iv) the total value of any noncash benefits for which any of them may elect under the package	$50,481
(v) the total amount payable by the Council by way of fringe benefits tax for any such non-cash benefits	$23,682

Persons performing paid work

NSW Local Government (General) Regulation 2021
s 217 (1) (d)

Details of persons performing paid work for the City of Sydney on Wednesday 4 March 2026 are below.

On 4 March 2026:	Number
(i) persons employed by the Council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract	2,280
(ii) persons employed by the Council as senior staff members[13]	9
(iii) persons engaged by the Council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person[14]	236
(iv) persons supplied to the Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	2

Stormwater charge

NSW Local Government (General) Regulation 2021
s 217 (1) (e)

In 2025/26, the income generated by the City from the stormwater levy was $2,143,616.49. In this period, the City provided stormwater management services mainly in 2 categories:

1. Planning, construction and maintenance of drainage systems
2. Planning, construction and maintenance of stormwater treatment measures, including gross pollutant traps and raingardens

The City's total capital expenditure on drainage and stormwater treatment projects was $8,560,108. The City also spent $253,171 on cleaning of gross pollutant traps to remove and dispose of pollutants captured from the stormwater network.

In 2025/26, the City completed the below stormwater treatment works, including renewal, upgrade and new stormwater treatment assets.

Work location	Drainage work
Minogue Crescent, Forest Lodge	New gross pollutant trap
Mountain Street, Ultimo	Raingarden renewal
Buckland Street, Chippendale	Raingarden renewal
Chippen Street, Chippendale	Raingarden renewal

[13] Executive staff inclusive of the CEO and directors
[14] Includes agency personnel engaged through labour hire/employment services providers. Excludes personnel employed by companies that tender for City of Sydney major services contracts

Work location	Drainage work
Marriott Street, Redfern	Raingarden renewal
Bourke Street, Redfern	Raingarden renewal
Poate Road, Centennial Park	Gross pollutant trap renewal
Crown Street, Surry Hills	Raingarden renewal
Glebe Point Road, Glebe	Raingarden renewal

In 2025/26, the City completed the below stormwater drainage works.

Work location	Drainage work
Chalmers Lane, Surry Hills	Drainage renewal
Copeland Street, Alexandria	Drainage renewal
Dibbs Street, Alexandria	Drainage renewal
Maddox Street, Alexandria	Drainage renewal
Marlborough Street, Surry Hills	Drainage renewal
Elizabeth Street, Redfern	New drainage
Angel Street, Newtown	Drainage renewal
Short Street, Waterloo	Drainage renewal
Pyrmont Street, Pyrmont	Drainage renewal
Gerard Street, Alexandria	Drainage renewal
Rainford Street, Surry Hills	New drainage
Burrows Road, Alexandria	New drainage
Princess Avenue, Rosebery	Drainage renewal
Holdsworth Street, Newtown	Drainage renewal
Thurlow Lane, Redfern	Drainage renewal
Nicholson Street, Woolloomooloo	Drainage renewal
Stream Street, Darlinghurst	Drainage renewal
Beaconsfield Street, Alexandria	Drainage renewal
Dowling Street, Woolloomooloo	New drainage
Arundel Street, Forest Lodge	Drainage renewal

Work location	Drainage work
William Street, Beaconsfield	Drainage renewal
Pyrmont Bridge Road, Pyrmont	Drainage renewal
Burren Street, Newtown	Drainage renewal

In 2025/26, the City completed, or partially completed, planning for the below future drainage and stormwater treatment works, including investigations, CCTV inspections and design solutions.

Work location	Drainage work
Mentmore Avenue, Roseberry	New raingarden design
Bowden Street, Alexandria	Gross pollutant trap investigation
Victoria Street, Potts Point	Gross pollutant trap design
Rosebery Avenue, Rosebery	Raingarden renewal design
Forbes Street, Darlinghurst	Raingarden renewal design
Mitchell Street, Glebe	Raingarden renewal design
Wyndham Street, Alexandria	New drainage design
Cowper Wharf Roadway, Potts Point	Drainage renewal design

Coastal protection charge

NSW Local Government (General) Regulation 2021
s 217 (1) (e1)

The City did not levy an annual charge for coastal protection services in 2025/26.



Image 6. Artist at The Nest, Alexandria. Chris Southwood/City of Sydney

Companion animals

NSW Local Government (General) Regulation 2021
s 217 (1) (f) and
NSW Companion Animals Act 1998

The City's activities in enforcing and ensuring compliance with the provisions of the *NSW Companion Animals Act 1998* and Regulation are detailed below.

Companion animal regulation

Pound data

From 1 July 2025 to 30 June 2026, 218 animals were collected by the City from streets in the local area (61 cats and 157 dogs).

Of these, 16 dogs and 2 cats were returned to their owners without being impounded. 193 animals were transferred to the Sutherland Shire Council Animal Shelter and 7 dogs were transferred to other facilities. The City has a shared services agreement with the Sutherland Shire Council shelter to care for impounded animals.

Of the animals at the shelter during the year:

- 3 cats and 49 dogs were reclaimed by their owners
- 6 cats and 4 dogs were euthanised due to illness or poor suitability for rehoming due to temperament
- 40 cats and 66 dogs were rehomed by animal shelter employees.

Dog attacks

There were 202 reported dog attacks in the City of Sydney area in 2025/26 resulting in:

- 44 penalty notices
- 20 cautions (minor incidents)
- 123 had no action taken due to the offending dog not being identifiable
- 14 are still under investigation
- 4 menacing dog orders
- 2 dangerous dog orders
- 4 nuisance dog orders
- 2 were euthanised due to attack.

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

Off-leash dog areas

The City has 50 off-leash dog areas in its parks and reserves. A list of these areas is available at city.sydney/dog-parks and is also displayed on the below map.



Figure 1. Off-leash dog parks in the City of Sydney local area

Companion animal community education programs

City of Sydney rangers and companion animal officers visit local parks and open spaces on a regular basis to remind park visitors about their rights and responsibilities under the Companion Animals Act. The City provides educational material to residents about responsible pet ownership, and leashes and clip-on dog waste dispensers. This is to encourage owners to clean up after their dogs and keep them on-leash when required.

Companion animals community events

Footpath decals trial – Glebe foreshore

In November 2025 highly visible footpath decals were installed along the Glebe foreshore, Bicentennial Park 1, Harold Park, Jubilee Park and Federal Park. The decals inform owners about areas where dogs must be on-leash, areas they can be off-leash and where dogs are not allowed such as playgrounds and the skate park in Federal Park.

These installations will help:

- reduce the number of customer complaints about non-compliance with animal management responsibilities in this area
- ensure the City is giving residents and park users every opportunity possible to comply with the legislation by complementing existing signs with extra reminders
- use an alternative form of communication which is highly visible to inform dog owners about areas where dogs must be on-leash and areas that are off-leash.

The effectiveness of the decals will be measured after 12-month period.

Fair Day

In March 2026 the companion animals team set up a responsible pet ownership tent at Fair Day in Victoria Park during Mardi Gras. The team handed out responsible pet ownership information packs with handouts, leashes, dog waste dispensers and collars. Pet owners were able to submit paperwork to update contact information and were provided with information on how to register their pet online or through the City.

Leptospirosis Booster Vaccine Event

The City partnered with the University Veterinary Teaching Hospital Sydney to provide free leptospirosis booster vaccinations for local dogs. The pop-up clinic was designed to support dogs that received their first leptospirosis vaccination at Redfern Waterloo Pet Day on 23 May 2026 and required a booster vaccine for full protection. A total of 72 dogs received a free booster vaccination.

Northcott Surry Hills and Redfern and Waterloo pet days

Northcott Pet Day was held in September 2025 and Redfern Waterloo Pet Day in May 2026.These annual events help promote responsible pet ownership and provide access to free pet services, including desexing, microchipping, health checks and parasite treatment. They also give pet owners an opportunity to connect with their community and access advice and support.

In 2025/26, 22dogs and 33 cats were desexed, while 49 dogs and 48 cats were microchipped through the City’s free pet day program.

Promoting desexing and microchipping

The City works with local veterinary clinics and the Cat Protection Society of NSW to provide subsidised desexing and microchipping for eligible residents. Pet owners with a pension, concession or healthcare card can access discounted services throughout the year through participating providers, with the City covering part of the cost.

Residents attending the City’s pet day events can also access free desexing and microchipping services.

Dogs

Eligible residents can access subsidised desexing and microchipping for their dogs year-round. In 2025/26, 4 dogs were desexed and 3 were microchipped through the program.

Cats

To support residents on low incomes, the City works with the Cat Protection Society of NSW and the University Veterinary Teaching Hospital Sydney to provide subsidised desexing and microchipping for cats. In 2025/26, 9 cats were desexed and 5 were microchipped through the program.

Erskineville cat management program

The City assisted residents caring for a colony of 26 cats in Erskineville by supporting desexing, microchipping and rehoming efforts. Seven cats were desexed, microchipped and returned to the area. Four adult cats were rehomed through the Sutherland Shire Council Animal Shelter, and 15 kittens were rehomed through the Street Cat Rehoming Program.

Total number of animals desexed and microchipped

Across the City's subsidised programs and pet day events, 56 cats and 26 dogs were desexed in 2025/26. A total of 60 cats and 52 dogs were microchipped.

Glebe cat management program

Since 2019 the City has worked with animal rescue organisations and local residents to manage a colony of unowned cats in Glebe. The program uses a trap, desex, vaccinate, microchip and return approach, with cats returned to the colony only when residents are able to provide ongoing care and monitoring.

The program was developed in consultation with RSPCA NSW to ensure it met animal welfare and legislative requirements. Its goals are to improve the health of cats in the colony, prevent population growth, reduce impacts on the local community and support residents caring for the cats.

Of the 9 adult cats originally returned to the colony, 5 remain under the care of local residents and continue to be monitored. The City provides ongoing food and veterinary support, and all cats in the colony have been desexed.

The program has prevented unwanted litters, improved the health and wellbeing of the cats and reduced behaviours such as fighting and territory marking. It has also helped reduce community complaints about unowned cats in the area.

Street cat rehoming program

In 2025/26 the City continued to support the street cat rehoming program, funding the desexing, microchipping and veterinary treatment of 40 kittens rescued from local streets.

The kittens were rehomed through animal rescue organisations and veterinary hospitals acting as satellite shelters for the City. The program received positive feedback from residents, rescue groups and veterinary partners.

By supporting the rescue and rehoming of vulnerable kittens, the program helps improve animal welfare, reduces the number of unowned cats in the community and supports local rescue organisations.

Assistance dog program

In 2025/26 the City continued its partnership with MindDog Psychiatric Service Dog Association (NSW) to provide the assistance dog program. The program assists eligible residents with disability to train their dog as an accredited assistance animal. The City subsidises costs for local pension card holders.

This program also provides a clear pathway for residents seeking assistance animal accreditation, including guidance on training and certification requirements. Participants carry out up to 12 months of training before completing public access test.

At the end of 2025/26, 4 residents and their dogs were participating in the program, with one dog successfully accredited as an assistance animal.

Support for pets affected by domestic and family violence

The City continued to support the Pets in Need program in 2025/26, assisting residents affected by domestic and family violence to access temporary care for their pets during times of crisis.

Run in partnership with the Sutherland Shire Council Animal Shelter, the program provided temporary accommodation and medical care for 2 dogs, both of which were successfully reunited with their owners. The City contributed $5,265 to support the program.

Animal shelter partnership and pet rehoming

The City continues to work with Sutherland Shire Council through a shared services agreement that provides access to its animal shelter. The partnership focuses on rehoming suitable animals and achieving positive welfare outcomes through a modern adoption service.

Animals available for adoption are also promoted through the City's weekly employee newsletter to help connect pets with new homes.



Image 7. Australian silky terrier, companion animal

Companion animal services financial report

The City spends more than $300,000 annually on companion animal services, for which the NSW Office of Local Government (OLG) provides a rebate to cover specified companion animal services.

In 2025/26 the City spent $201,845.68 on those services specified by the OLG. Details of that expenditure is below. In 2025/26 the City received a rebate of $114,304.10 from the OLG[15].

Program	Amount spent
Pet desexing for cats and dogs – includes Pet Days and subsidised pet desexing program, cat management programs, and cat desexing and microchipping[16]	$32,559.15
Glebe cat program – cost for food, parasite control and veterinary care	$9,378.27
Street cat rehoming program – funding for desexing, microchipping, vaccination and veterinary care for kittens rehomed and rescued	$19,384.08
Leptospirosis booster vaccination event – cost for vaccinations and booster vaccination services	$8,743.00
Northcott Pet Day 2025 – cost to run the event including event company, health check forms, treats, flea and worming supplies, and vaccines	$35,591.20
Leptospirosis Booster Vaccination from Pet Day 2024 that were receipted in 2025/2026 financial year	$1,977.60
Redfern and Waterloo Pet Day 2026 – event company hire, health check forms, treats, flea and worming supplies, and vaccines	$62,322.94
Face painters for Sutherland Shire Council Animal Shelter Open Day	$562.50
Assistance dog program – application fees, training and public access tests	$5,035.00
Promotional material for companion animal events – collars, leashes, dog waste dispensers, bags, bowls, enrichment toys, footpath decals, branded marquee and corflute signage.	$19,697.44
Training and equipment for rangers for the management and control of companion animals	$6,594.50
Total	**$201,845.68**

[15] Note the OLG's rebate is not always paid in the year the expenditure is incurred
[16] Includes invoices from the previous financial year receipted in 2025/26 financial year

Environmental upgrade agreements

NSW Local Government Act 1993
s 54P (1)

The City did not have any environmental upgrade agreements in place in 2025/26.

These agreements enable building owners to access finance through a tripartite agreement between a building owner, a finance provider and the Council. The NSW Government is no longer actively supporting these agreements due to low uptake over time and other forms of finance being available.

The environmental upgrade agreement policy was rescinded by Council with its adoption of the environmental strategy 2025–2030, which can be viewed and downloaded at cityofsydney.nsw.gov.au.

Local strategic planning statement

Environmental Planning and Assessment Act 1979
s 3.9

City Plan 2036: Local Strategic Planning Statement was published with approval from the Greater Sydney Commission (later the Greater Cities Commission) in March 2020.

This City's planning statement sets out a 20-year land use vision. It balances the need for housing and economic activities while protecting and enhancing local character, heritage, public places and spaces. It links NSW and local strategic plans with City planning controls to guide development.

This report describes the City's progress against the statement's 13 planning priorities in 2025/26.

Infrastructure 1 – Movement for walkable neighbourhoods and a connected city

The City progressed or finalised planning proposals that provide through-site links in Sydney at 383 Kent Street, 56 Pitt Street, and O'Connell Street Precinct.

Infrastructure 2 – Align development and growth with supporting infrastructure

The City's new contributions plan for Pyrmont was finalised and is now in place. It was prepared as part of the implementation of the NSW Government's Pyrmont Peninsula Place Strategy and a review of the planning controls.

The City entered into 6 new planning agreements that will provide public infrastructure improvements in Alexandria, Eveleigh and Waterloo, including wider footpaths, new roads, laneways and parks. The agreements also include sustainability initiatives and a shared loading dock in Central Sydney.

Infrastructure 3 – Supporting community wellbeing with social infrastructure

The new Pyrmont contributions plan supports new social infrastructure to support the community's needs.

Liveability 1 – A creative and socially connected city

The City prepared a proposal to create special entertainment precincts in late night trading areas. Council approved heritage listing of 6 places of social significance for LGBTIQA+ communities in the Oxford Street precinct.

Liveability 2 – Creating great places

Council approved new planning controls and finalised a contributions plan for Ultimo–Pyrmont in response to the NSW Government's Pyrmont Peninsula Place Strategy. The new planning controls create opportunities to increase publicly accessible open space, widen footpaths, accommodate more than 250 new trees, 2,000 square metres of new green roofs, and minimise overshadowing to existing residents and important public parks and places.

The City is continuing to work with the NSW Government on planning control updates including new and improved controls for green roofs, tree planting and protection of sunlight in Gunyama Park and Cook + Phillip Park.

The City exhibited a proposal to heritage list 9 modern period residential flat buildings, finalised the listing of 3 buildings with social significance in Chinatown and prepared a proposal to list 6 council owned properties in recognition of City Architect Albert Smillie and City Landscape Architect Ilmar Berzins.

Liveability 3 – New homes for a diverse community

Council approved new planning controls for Ultimo–Pyrmont to support the development of 4,100 new homes identified in the NSW Government's Pyrmont Peninsula Place Strategy. The changes allow more housing through increased building heights and floor space for residential flat buildings, mixed use developments and small lot housing. Council also resolved to investigate planning changes for 8 additional sites.

Council approved updated affordable housing contribution rates to simplify rezoning requirements and create a more consistent approach across the local area and increase equivalent monetary contribution rates.

The City prepared and exhibited the Housing for All discussion paper, seeking community feedback on opportunities for future housing, the support needed from the NSW Government to increase housing supply, and ways to meet the diverse housing needs of the community.

At June 2025, the City remained on track to meet its housing strategy targets. A total of 25,437 homes had been completed, representing 45% of the 2036 target. A further 17,912 homes were in the development pipeline, bringing progress towards the 20-year target to 77%.

Productivity 1 – Growing a stronger, more competitive Central Sydney

Planning in Central Sydney is guided by the Central Sydney planning strategy, which supports future growth while protecting important public spaces, places and parklands. The strategy promotes sustainable, resilient development that responds to climate change.

In 2025/26 the City progressed 3 site-specific planning proposals under the strategy. The proposals support more commercial floor space, protect the quality of public spaces, include shared loading facilities for businesses and incorporate higher sustainability standards. The proposals are for 150 Day Street, 580 George Street and 133 Castlereagh Street.

Productivity 2 – Developing innovative and diverse business clusters in city fringe

Council approved new planning controls for Ultimo–Pyrmont which will assist accommodating up to 27,000 jobs to be serviced by the future Pyrmont metro station and in the types of commercial buildings that are in demand.

The City finalised 2 planning proposals for sites on the eastern edge of Central Sydney to provide more work space for innovation and creative businesses. These proposals include sites on Kippax Street, Surry Hills and Riley Street, East Sydney.

Productivity 3 – Protecting industrial and urban services in the Southern Enterprise Area and evolving businesses in the Green Square-Mascot Strategic Centre

The City's planning controls continue to protect industrial and urban services in the Southern Enterprise Area.

Sustainability 1 – Protecting and enhancing the natural environment for a resilient city

The City is working with the NSW Government to finalise new planning controls in the Local Environmental Plan and Development Control Plan update which will enhance biodiversity, tree canopy and water sensitive urban design throughout the City of Sydney area.

The City continues to participate in the development of the Outer Sydney Harbour and Cooks River coastal zone management programs. The programs will provide a coordinated management framework across government to improve the health of Sydney Harbour, the Cooks River and their catchments.

Sustainability 2 – Creating better buildings and places to reduce emissions and waste and use water efficiently

New planning controls for water efficiency in non-residential buildings as well as requirements for electric indoor appliances in new residential buildings have been adopted as part of the update to the Local Environmental Plan and Development Control Plan.

New planning controls requiring new residential buildings to have electric only indoor appliances started on 1 January 2026.

Sustainability 3 – Increasing resilience of people and infrastructure against natural and urban hazards

The City has been working with the NSW Government on finalising planning control updates that include changes to the City's floodplain management controls and new controls to reduce heat in the urban environment by requiring reflective roofs and requiring shading of windows exposed to direct summer sunlight.

Governance 1 – Open, accountable and collaborative planning

The City has collaborated with Inner West Council on an aligned proposal to create a special entertainment precinct along King Street, Newtown, which is the border between the councils.



Image 8. Gym at Victoria Park Pool, Camperdown. Katherine Griffiths/City of Sydney

Voluntary planning agreements

Environmental Planning and Assessment Act 1979 No. 203
s 7.5 (5)

The voluntary planning agreements (VPA) below were in force in the year 2025/26.

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2019/26	59-99 Belmont Street	Alexandria	Aqualand Belmont Development Pty Ltd	D/2019/1249 – dedication and embellishment of 34.48m² of land for pedestrian footpath and cycleway and a monetary contribution of $425,146.50 towards community infrastructure in Green Square	21/09/2021
VPA/2018/24	11 Birmingham Street	Alexandria	Ozimex International Pty Ltd and Marina Royal Pty Ltd	D/2018/871 – dedication and embellishment of land for 1.4m footpath widening	02/07/2020
VPA/2025/1	74 Botany Road	Alexandria	Botany Road Development Pty Ltd	D/2024/937 – creation of a public right of way for the extension of Wyndham Lane	1/10/2025
VPA/2013/73	158 Botany Road	Alexandria	Denning Real Estate Pty Ltd	D/2014/201 – dedication and embellishment of 163.5m² of land for footpath widening and monetary contribution of $227,174 towards community infrastructure	14/09/2017
VPA/2024/8	158 Botany Road	Alexandria	Denning Real Estate Pty Ltd and Blueshore Development Group Pty Ltd	D/2023/1012 and D/2024/803 – land dedication for future laneway, landscaping to road widening and future laneway, and a monetary contribution towards Green Square community infrastructure	18/06/2025

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2018/25	290-294 Botany Road	Alexandria	Angreb Pty Ltd and Sentra Investments Pty Ltd	D/2018/1500 – dedication of 102m² land, developer's works for widened footpath, through-site link and monetary contribution of $752,148 for community infrastructure	22/08/2019
VPA/2019/10	320-324 Botany Road	Alexandria	TOGA Development No 15 Pty Ltd and TOGA Project Services Pty Ltd	Dedication of 583.6m² of land for transport plaza and 150.5m² of land for footway widening to Botany Road and O'Riordan Street, construction of transport plaza and footway, green infrastructure for recycled water and energy efficiency and a monetary contribution of $4,440,000 towards community infrastructure	30/03/2022
VPA/2019/14	326-328 Botany Road	Alexandria	Leading Group Development Pty Ltd	D/2019/657 – dedication and embellishment of 66m² of land for footway widening to Botany Road and O'Riordan Steet and a monetary contribution of $740,433 towards community infrastructure in Green Square	26/08/2020
VPA/2022/3	330 Botany Road	Alexandria	City West Housing Pty Ltd	D/2021/1484 – land dedication and embellishment of footway widening to all street frontages and a monetary contribution towards infrastructure in the Green Square urban renewal area	29/08/2023
VPA/2019/15	338 Botany Road	Alexandria	SGCH Portfolio Ltd	D/2019/87 – dedication and embellishment of 74m² of land for footway widening to Botany Road and new Green Square to Ashmore connector road and a monetary contribution of $955,245 towards community infrastructure in Green Square	26/02/2020

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2021/7	552-554 Botany Road	Alexandria	The Big Bocconcini Ball Pty Ltd	D/2019/1488 – dedication and embellishment of footway widening to Botany Road	06/04/2022
VPA/2019/18	634 Botany Road	Alexandria	Ralph TA Pty Ltd and BR Alexandria Pty Ltd and Ralph NA Pty Ltd	D/2019/684 – dedication and embellishment of a 1.4m setback to Botany Road and a 6m wide through-site link to northern side boundary	29/05/2020
VPA/2018/22	5-7 Bourke Road	Alexandria	Alan Yazbek Investments Pty Ltd and Orfanos Investments Pty Ltd	D/2018/1208 – dedication of 298m² for footpath widening and future green link, construction of widened footpath and monetary contribution of $321,160 towards community infrastructure	02/07/2019
VPA/2023/15	9-13 Bourke Road	Alexandria	The Trust Company (Australia) Ltd	D/2024/782 – dedication and embellishment of 2.4m footway widening to Bourke Road, 1m wide landscaped setback to Sheas Creek and land for a future 10m wide cycleway/pedestrian link and a monetary contribution of $43,326 towards community infrastructure in the Green Square urban renewal area	5/08/2025
VPA/2018/21	15 Bourke Road	Alexandria	Vasilaki Pty Ltd and Hraklis Pty Ltd	D/2018/56 – dedication of 148m² land, embellishment for footpath widening and green link and a monetary contribution of $37,663 towards community infrastructure	28/02/2022
VPA/2019/20	25 Bourke Road	Alexandria	Skylife Bourke Pty Ltd	D/2019/817 – dedication and embellishment of 343m² land for footpath widening to Bourke Road and Bowden Street and a monetary contribution of $651,784 towards community infrastructure in Green Square	27/08/2020

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2022/13	28 Bourke Road	Alexandria	Centuria Prime Partnership No. 2 Pty Ltd	SSD-38600121 – dedication of land and construction of a widened footpath to the Bourke Road frontage, the embellishment and future transfer of land for new public roads and a monetary contribution of $292,372 towards community infrastructure in the Green Square urban renewal area	15/08/2024
VPA/2018/2	200 Bourke Road	Alexandria	Equinix Australia Pty Ltd	D/2017/1797 – dedication of 2,244m² of land for future road reserve	20/08/2018
VPA/2024/7	27-31 Doody Street	Alexandria	The Trust Company (Australia) Ltd	D/2024/238 – dedication of land and construction of a liveable green network and a 6m wide through-site link	10/04/2025
VPA/2018/17	1-17 Euston Road	Alexandria	Erolyarn Pty Ltd	D/2017/1297 – dedication of 29.3m² along Euston Lane frontage and embellishment for footpath widening	21/08/2020
VPA/2017/19	444-450 Gardeners Road	Alexandria	The Owners – Strata Plan No 34780	D/2017/240 – dedication of 120m² for footpath widening and 337m² for future road widening	12/10/2018
VPA/2019/19	22-28 Mandible Street	Alexandria	Sincourt Pty Ltd	D/2019/578 – dedication and embellishment of 1,060m² for footpath widening to Mandible Street, new public road and landscaping to the liveable green network	12/08/2020
VPA/2019/6	132-138 McEvoy Street	Alexandria	Stormac Pty Ltd	D/2018/1615 – dedication and embellishment of 108m² of land for widened footpath and a monetary contribution of $412,639 towards community infrastructure	02/07/2020

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2023/6	132-138 McEvoy Street	Alexandria	Stormac Pty Ltd	D/2023/267 – dedication and embellishment of 108m² of land for widened footpath and a monetary contribution of $397,904 towards community infrastructure in Green Square	8/10/2024
VPA/2019/7	135-139 McEvoy Street	Alexandria	Ms Judith Adrienne Adler	D/2018/1581 – dedication of 94m² of land and embellishment for footpath widening and a monetary contribution of $497,537.50 towards community infrastructure in Green Square	13/10/2020
VPA/2023/3	12-18 Stokes Avenue	Alexandria	Smart Design Property Pty Ltd	D/2023/388 – dedication of 1,270 m² of land and embellishment for future public road and laneway	15/09/2025
VPA/2023/13	216-220 Wyndham Street	Alexandria	City West Housing Pty Ltd	D/2023/884 – dedication and embellishment of 126m² of land for footpath widening to McEvoy Street, embellishment and transfer of 318m² of land for future shared zone laneway and a monetary contribution of $268,563 towards community infrastructure in the Green Square urban renewal area	19/11/2024
VPA/2021/11	284 Wyndham Street	Alexandria	Emerald City Property Investments Pty Ltd	D/2021/319 – dedication of land and embellishment for footpath widening to Bourke Street, an easement for public access for footpath widening to Botany Road and a monetary contribution of $7,325,587 towards community infrastructure in Green Square	25/03/2024
VPA/2018/12	1 Missenden Road	Camperdown	George Hay Pty Ltd and OARE no 3 Pty Ltd	D/2018/73 – allocation of advertising time on sign for public information, community messages and promotion of City events and initiatives	10/02/2020

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2015/9	51-55 Missenden Road	Camperdown	Pignataro Properties Pty Ltd	X000797 – planning proposal – heritage conservation and environmental sustainability works	16/06/2016
VPA/2022/16	169-173 Darlinghurst Road	Darlinghurst	JCDecaux Australia Pty Ltd and PG Wealth Pty Ltd	D/2022/911 – allocation of advertising time on sign for public information, community messages and promotion of City events and initiatives	07/03/2024
VPA/2021/9	56-78 Oxford Street	Darlinghurst	AM Darlinghurst Investment Pty Ltd	D/2021/1071 and D/2021/1072 – upgrade of Foley Street to a shared zone	14/07/2022
VPA/2015/3	1 Metters Street	Erskineville	Golden Rain Development Pty Ltd	D/2015/154 – dedication of 2,309.5m² of land and construction of new roads and public domain works for portions of Zenith and Metters streets, Coppersmith Lane and a monetary contribution of $40,525 towards a future pedestrian link	19/10/2015
VPA/2015/39	149 Mitchell Road	Erskineville	Greenland Golden Horse Investment Pty Ltd and Greenland Golden Horse Investment No. 5 Pty Ltd	D/2015/966 – land dedication and developer's works to complete Kooka Walk, McPherson Park, Macdonald Street, Alpha and Foundry streets, Stovemaker and Nassau lanes and a stormwater trunk drain	25/07/2017
VPA/2016/30	13A Garden Street	Eveleigh	Eveleigh Precinct Pty Ltd	SSD7317 – embellishment and dedication of public domain as part of the redevelopment of the Australian Technology Park	12/10/2017
VPA/2024/4	53 Henderson Road	Eveleigh	NSW Land and Housing Corporation	Planning proposal – dedication of South Sydney Rotary Park	08/10/2025
VPA/2022/1	357 Glebe Point Road	Glebe	Vision Land Glebe Pty Ltd	D/2021/711 – dedication and embellishment for footway widening to Ferry Lane	05/05/2025

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2022/5	757-759 George Street	Haymarket	Samprian Pty Ltd	Planning proposal – monetary contributions towards community infrastructure, public art and heritage conservation works	26/04/2023
VPA/2022/6	410 Pitt Street	Haymarket	Australian Village No 13 – Pitt Street Pty Ltd	D/2020/1387 – securing the allocation of 403m² heritage floor space or a monetary contribution to the heritage conservation fund	11/06/2024
VPA/2021/1	413-415 Sussex Street	Haymarket	Elegant Dixon Property Pty Ltd	D/2020/1386 – allocation of the upper floors of the heritage building, including contents for a public purpose that recognises the heritage significance and connections with the Chinese migrant community	22/02/2022
VPA/2020/5	187-189 Thomas Street	Haymarket	Greaton Thomas Pty Ltd	Planning proposal – monetary contributions to community infrastructure in Central Sydney and affordable housing, and a restrictive covenant on the use of below ground floor space	06/08/2021
VPA/2021/6	14-26 Wattle Street	Pyrmont	Landdream Pyrmont Pty Ltd	D/2019/649 – construction of new footpath to Jones Street	15/12/2021
VPA/2016/23	6 Baptist Street	Redfern	Surry Hills Project Pty Ltd	X003324 – planning proposal – land dedication and embellishment of 1,389m² for Marriot Street footway widening, new pedestrian/cycle laneway, new park, sustainability measures for the building, and provision of a community bus during construction	20/12/2017
VPA/2021/15	657-657A Botany Road	Rosebery	Pico Alfa Pty Ltd	D/2021/1335 – dedication and embellishment of 62.9m² of land for road and footpath widening and a monetary contribution of $4,776 towards community infrastructure in Green Square	17/11/2022

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2017/21	5-15 Dunning Avenue	Rosebery	Stockland Development Pty Ltd	D/2017/1528 – through-site link and monetary contribution of $1,465,090 towards community infrastructure in Green Square urban renewal area	18/09/2018
VPA/2017/11	102-106 Dunning Avenue	Rosebery	Kubis Rosebery Pty Ltd	Planning proposal – provision and dedication of affordable apartments to a community housing provider and dedication of Jones Lane	06/12/2018
VPA/2013/14	67 Epsom Road	Rosebery	Overland Consolidated Pty Ltd	D/2008/102 – land dedication of 10,604m² and construction of new roads, monetary contribution of $1,670,000 towards community infrastructure in Green Square town centre and a monetary contribution of $17,400 for local cycleways	28/09/2010
VPA/2013/1	87-103 Epsom Road	Rosebery	Reachdaze Pty Ltd and The Warehouse Pty Ltd	D/2005/1340 – land dedication of 16,332.8m² and construction of new park, roads, cycleway and modification of the intersection at Epsom and Link roads	16/09/2011
VPA/2024/6	22-40 Rosebery Avenue	Rosebery	Georgia Mackenzie Pty Ltd and Filetron Pty Ltd	SSD-49320959 – dedication and embellishment of 731m² of land for a new laneway, creation of a public access easement for a through-site link and a monetary contribution of $3,989,557 towards community infrastructure in the Green Square urban renewal area	02/04/2025
VPA/2021/4	74 Rosebery Avenue	Rosebery	Sydney Catholic Schools	D/2020/529 – upgrade of public domain infrastructure in Morley and Rosebery avenues including pedestrian crossings and street lighting	06/09/2021

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2020/6	16 Rothschild Avenue	Rosebery	Deicorp Projects (Rosebery) Pty Ltd	D/2020/549 – dedication and embellishment of a pedestrian link, an easement for public access and a monetary contribution towards infrastructure in the Green Square urban renewal area	05/05/2021
VPA/2023/14	232-236A Elizabeth Street	Surry Hills	Stasia Holdings Pty Ltd	Planning proposal – construction and dedication of a pedestrian laneway between Reservoir Street and Foster Lane	13/03/2025
VPA/2016/17	1 Alfred Street	Sydney	Lendlease (Goldfields Residential) Pty Ltd and Lendlease (Goldfields Hotel) Pty Ltd	D/2015/1049 – dedication of 400m² of land and embellishment for footpath widening, pedestrian through-site links and public art	30/03/2017
VPA/2013/68	33 Alfred Street	Sydney	Kent Street Pty Ltd and QQT Investment 1 Pty Ltd and Qqt Investment 2 Pty Ltd and others	S088527 and S106946 – planning proposal – construction of public domain work, through-site links, dedication of air stratum, public access easements, heritage conservation work, public art and a monetary contribution towards other public domain renewal works	02/06/2014
VPA/2018/6	4-6 Bligh Street	Sydney	4TO6 Bligh Street Tst Co Pty Ltd	Planning proposal – monetary contributions towards affordable housing and infrastructure delivery in Central Sydney and environmental excellence initiatives	24/09/2018
VPA/2017/8	23-33 Bridge Street	Sydney	Pontiac Land (Australia) Pty Ltd and Property NSW	D/2016/1641 – upgrade of Farrer Place and surrounding public domain, and stratum lease over a tunnel under Loftus Street	28/02/2018

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2021/13	2 Chifley Square	Sydney	The Trust Company (Australia) Ltd	Planning proposal – monetary contribution towards community infrastructure in Central Sydney, public art, sustainability commitments and an easement for access to adjoining property basement	29/08/2022
VPA/2019/3	9-25 Commonwealth Street	Sydney	WR Sydney Pty Ltd	D/2014/1323/C – securing the allocation of heritage floor space or a monetary contribution to the heritage conservation fund	26/08/2020
VPA/2016/9	180 George Street	Sydney	Lendlease (Circular Quay) Pty Ltd	S108395 – planning proposal – land dedication for 2 public plazas, a community building and expanded laneway network. Construction of the public plazas and laneways including fitting out the basement level below the George Street plaza as a public bicycle facility. The construction and fitting out of a community building including a cafe. Installation of public art on the George Street plaza. The leasing of 3 floors in the commercial tower as a business innovation space	25/07/2016
VPA/2015/49	505-523 George Street	Sydney	CFT No 4 Pty Ltd	S121075 – planning proposal – childcare facility 2,600m², community meeting facility 250m², environmental performance and publicly accessible toilet facilities	07/08/2015
VPA/2022/11	9 Hunter Street	Sydney	Sydney Metro	Planning proposal – early payment of 3% development contribution, additional public art to the value of 0.5% and commitments for environmental sustainability	28/09/2023

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2021/5	15-17 Hunter Street	Sydney	FT Sydney Pty Ltd	Planning proposal – through-site link, public art, sustainability commitments and a monetary contribution to community infrastructure in Central Sydney	30/05/2023
VPA/2023/9	383 Kent Street	Sydney	The Trust Company (Australia) Ltd	Planning proposal – creation of a shared precinct loading dock (logistics hub), a pedestrian through-site link and environmental sustainability commitments	12/11/2025
VPA/2016/15	55 Pitt Street	Sydney	Mirvac Capital Pty Ltd and Mirvac Commercial Sub SPV Pty Ltd	S123324 – planning proposal – laneway activation, through-site link, public domain upgrades, public art, a monetary contribution of $5,000,000 towards tech startups action plan, $7,988,080 to community infrastructure in Central Sydney and a monetary contribution to affordable housing	30/06/2021
VPA/2019/21	385 Wattle Street	Ultimo	TQK Pty Ltd	D/2019/811 – dedication and embellishment of a 4m footway widening to Blackwattle Lane	21/09/2021
VPA/2013/57	485-501 Wattle Street	Ultimo	West Apartments Pty Ltd	D/2002/971 – dedication of 81m² for footpath to Blackwattle Lane, through-site link from Wattle Street to Blackwattle Lane, and public domain improvements, monetary contribution of $750,559 for community infrastructure	08/11/2010
VPA/2016/3	219-231 Botany Road	Waterloo	Waterloo 1 Pty Ltd	D/2015/1358 – dedication and embellishment of 98.6m² of land for footpath widening and a monetary contribution of $1,128,150 towards community infrastructure	05/10/2017

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2015/55	895-901 Bourke Street	Waterloo	City West Housing Pty Ltd	D/2015/941 – dedication of 3m wide land at front for footpath widening, embellishment of footpath and dedication of 12m wide land at rear for future road	17/02/2021
VPA/2020/1	881-893 Bourke Street	Waterloo	Jeffman Pty Ltd and Red Breast Pty Ltd	D/2020/45 – dedication and embellishment of 6,901m² of land for new east–west road, pedestrian links, shared zones, public park and footway widening to Bourke Street	11/03/2022
VPA/2016/16	903-921 Bourke Street	Waterloo	Dahua Group Waterloo Project Pty Ltd	S115125 – dedication and works in-kind for road, park and pedestrian through site link	26/03/2019
VPA/2022/14	923 Bourke Street	Waterloo	Fabcot Pty Ltd and Triton Atlas Corporation Pty Ltd	Planning proposal – affordable housing, environmental performance initiatives and payment of contributions at construction certificate	18/01/2024
VPA/2024/11	923 Bourke Street	Waterloo	Fabcot Pty Ltd and Triton Atlas Corporation Pty Ltd	D/2024/1208 – dedication and embellishment of 715m² land for footway widening to McEvoy and Bourke streets, a 6m wide through-site link and a monetary contribution of $342,655 towards community infrastructure	11/02/2026
VPA/2019/24	1049 Bourke Street	Waterloo	Grand Village Pty Ltd and Good Village Pty Ltd	D/2019/1082 – dedication and embellishment of 159m² land for footpath widening and a monetary contribution of $308,588 towards community infrastructure in Green Square	31/10/2022

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2020/14	209-219 Cope Street	Waterloo	New South Wales Land and Housing Corporation and Minister for Planning	X030481 – planning proposal for Waterloo South – dedication and embellishment of new roads, open spaces and public domain	23/02/2023
VPA/2021/3	25 Lachlan Street	Waterloo	25 Lachlan St Waterloo Pty Ltd and Pacific Oasis Lachlan Street Waterloo Developments Pty Ltd	D/2020/1457 – dedication and embellishment of footway widenings	31/08/2023
VPA/2016/35	2A Reed Street	Waterloo	Crown W48 Pty Ltd and The Owners – Strata Plan No 44338	D/2016/1450 – dedication and embellishment of 6,656m² of land to complete new public infrastructure including Archibald Avenue, Reed and Tung Hop streets and Hatbox Place	08/08/2017
VPA/2013/49	857 South Dowling Street	Waterloo	Summerside Group Pty Ltd	D/2012/186 – dedication and embellishment of 110.64 m² of land for footpath widening and landscaping, a monetary contribution of $160,987.47 towards public domain improvements in the local area and a monetary contribution of $58,850 towards community infrastructure in the Green Square town centre	12/05/2015
VPA/2023/2	164-172 William Street	Woolloomooloo	William Street Nominee Pty Ltd and Gwynvill Trading Pty Ltd and Kenmure Holdings Pty Ltd	D/2022/139 – dedication of 355m² of land and construction of new pedestrian laneway between Dowling Street and Judge Lane	12/09/2024

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2013/26	301 Botany Road	Zetland	Crown Green Square Pty Ltd and Sathio Investments Pty Ltd and Crown Cornerstone Investment	D/2014/1758 – dedication and embellishment of 347.5m² for footway widening to Bourke Street and Botany Road, dedication of 231m² to the City for the Green Square Plaza, construction of a publicly accessible path linking the public parking on the site to the Green Square Library, a monetary contribution of $11,890,907 towards the delivery of Green Square town centre, and the design and construction of any proposed building to connect to the City's green infrastructure network	20/10/2011
VPA/2013/67	411 Botany Road	Zetland	Landcom and Mirvac Green Square Pty Ltd	R/2013/30 – dedication of land for new public domain, roads and plazas, works in-kind for essential infrastructure and public domain, design and construction of buildings to be capable of using recycled water, requirements for space heating and cooling and monetary contributions towards community infrastructure	20/08/2013
VPA/2013/83	499 Botany Road	Zetland	Bridgehill (Zetland) Pty Ltd and Waverley Council	R/2013/29 – dedication and embellishment of 27m² of land for footpath, 189m² of land for the extension of Emanual Lane and construction of a pedestrian path and cycleway, 1,965m² of land for public road, construction of a pedestrian through-site link and a monetary contribution of $1,014,630.04	25/11/2014
VPA/2018/11	888 Bourke Street	Zetland	888 Place Pty Ltd	D/2017/1723 – land dedication of 1,257m², construction of widened footpath and new road and a monetary contribution of $837,541.50 towards community infrastructure	2/03/2019

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2015/2	890-898 Bourke Street	Zetland	Baozheng Development Pty Ltd	D/2015/98 – land dedication of 210m² on Bourke Street for future footpath widening and monetary contribution of $1,233,575 for community infrastructure	05/09/2016
VPA/2013/43	13 George Julius Avenue	Zetland	Lincon Epsom Projects Pty Ltd	D/2015/913 – dedication and embellishment of 5,654m² of land for construction of roads including Peters and Letitia streets, Rose Valley Way and George Julius Avenue, footpath widening to Epsom Road, construction of trunk drainage and dedication of 6,234m² for future road and park (Gunyama Park)	10/06/2016
VPA/2023/4	130 Joynton Avenue	Zetland	Deicorp Projects (Joynton Ave) Pty Ltd	D/2024/514 – dedication of land and embellishment as new roads, parks and public domain including completion of Zetland Avenue, extensions of Grandstand and Victoria Park parades, George Julius, Ascot and Defries avenues, Woolwash Park, Biyanbing Green and Zetland Avenue open space	29/01/2025
VPA/2022/18	905 South Dowling Street	Zetland	Karimbla Properties (No 60) Pty Ltd	Planning proposal – dual reticulation in buildings for recycled water, a minimum 4% non-residential gross floor area, exceedance of BASIX targets for water and energy and provision for EV charging capable parking	18/03/2024
VPA/2023/10	905 South Dowling Street	Zetland	Karimbla Properties (No 60) Pty Ltd	D/2023/724 – dedication of land and embellishment for new parks, roads, road widening, through-site link and extension of Green Square trunk drainage system	24/06/2024

Development contributions – planning agreements

Environmental Planning and Assessment Regulation 2021
cl 218A

Contributions received

Land, works and monetary contributions received through planning agreements in the year 2025/26 are below. The annual financial statements contain further information on contributions received and expended during the financial year.

VPA No.	Address	Land (m²)	Attributed land value	Land purpose	Works in kind (WIK)	Attributed WIK value	Monetary contribution	Contribution purpose
VPA/2019/15	338 Botany Road, Alexandria	–	–	–	–	–	$1,225,111	Community infrastructure in Green Square urban renewal area
VPA/2019/26	55-99 Belmont Street, Alexandria	34	$6,876	Footway widening	Widened footway	$12,485	–	–
VPA/2023/15	9-13 Bourke Road, Alexandria	–	–	–	–	–	$43,326	Community infrastructure in Green Square urban renewal area
VPA/2021/9	82-106 Oxford Street, Darlinghurst	–	–	–	Shared zone in Foley Street	$787,255	–	–

VPA No.	Address	Land (m²)	Attributed land value	Land purpose	Works in kind (WIK)	Attributed WIK value	Monetary contribution	Contribution purpose
VPA/2015/3	1 Metters Street, Erskineville	2,315	$0	New roads and pedestrian laneway	–	–	–	–
VPA/2015/35	155 Mitchell Road, Eveleigh	33	$0	Road widening	–	–	–	–
VPA/2015/39	57 Ashmore Street, Erskineville	562	$0	New road and portion of pedestrian link	New road and portion of pedestrian link	$668,106	–	–
VPA/2024/4	53A Henderson Road, Eveleigh	6,879	$1,375,800	Public park	–	–	–	–
VPA/2017/21	5-15 Dunning Avenue, Rosebery	–	–	–	–	–	$1,758,887	Community infrastructure in Green Square urban renewal area
VPA/2013/1	87-103 Epsom Road, Rosebery	594	$0	Road widening	–	–	–	–

VPA No.	Address	Land (m²)	Attributed land value	Land purpose	Works in kind (WIK)	Attributed WIK value	Monetary contribution	Contribution purpose
VPA/2016/9	180 George Street, Sydney	847	$0	New laneways	–	–	–	–
VPA/2017/8	23-39 Bridge Street, Sydney	–	–	–	–	–	$500,000	Public domain upgrade of Macquarie Place
VPA/2015/55	895 Bourke Street, Waterloo	654	$0	Footway widening and portion of new road	Widened footway and portion of new road	$97,200	–	–
VPA/2024/11	923 Bourke Street, Waterloo	–	–	–	–	–	$342,655	Community infrastructure in Green Square urban renewal area
VPA/2013/26	301 Botany Road, Zetland	341	$0	Footway widening	–	–	–	–
VPA/2013/83	499 Botany Road, Zetland	749	$0	New road, footway widening and splay	New road, widened footway and splay	$686,344	–	–
Total		**13,008**	**1,382,676**			**$2,251,390**	**$3,869,979**	

Contributions expenditure

Expenditure of planning agreement monetary contributions in the year 2025/26 is below.

Purpose	Amount
Heritage Conservation Fund works to public art restoration, Archibald Fountain and water stairs, Hyde Park lighting and Fraser Fountain	$18,609,178
City North – public domain masterplan (including public domain in Bridge/Loftus Street vicinity)	$1,050,000
Sydney University to Redfern Station – public domain improvements	$500,000
Community infrastructure	$200,000
City North – Macquarie Place Park – conservation management plan works implementation	$650,000
Harbour Walk – public art program	$500,000
Epsom and Link roads, Zetland – upgrade of intersection	$400,000
Ashmore precinct – post VPA public domain integration works	$67,000
Total	**$21,976,178**

Development contributions – s7.11 contributions and s7.12 levies

Environmental Planning and Assessment Regulation 2021
cl 218A

The City of Sydney administers 2 development contribution plans.

The Central Sydney Development Contributions Plan 2020 is a section 7.12 plan that applies to development in Central Sydney. Residual contributions also continue to be received and managed for developments to which the Central Sydney Development Contributions Plan 2013 applied. This was a contributions plan under section 61 of the City of Sydney Act 1988 which has now been repealed, but it preceded the start of the 2020 plan.

The City of Sydney Development Contributions Plan 2015 is a section 7.11 contributions plan that applies to the remainder of the City of Sydney local government area.

Contributions received

The total amount of contributions received under contributions plans for 2025/26 financial year was $79,102,791, comprising monetary contributions of $75,775,801 and works in kind of $3,326,990.

Contributions expenditure

The total amount of monetary contributions expended under contributions plans for 2025/26 financial year was $75,775,931.

The below provides a breakdown of section 7.11, section 7.12 and section 61 contributions expended during the 2025/26 financial year, against works list items detailed within the respective plans. Both plans are currently in recoupment, meaning that contributions received are applied to works previously undertaken. Accordingly, amounts expended under each plan are limited to the extent of contributions received during the financial year.

The percentage of cost funded by contributions reflects contributions expended to date as a proportion of total project cost. For projects with a status of ‘recoupment’ or ‘underway’, the per cent of cost funded by contributions is subject to change in future years as works are completed and/or further contributions are received. Only works list items from each plan that used development contributions during the financial year are shown in the table below.

Contributions plan (CP)	Project ID (per CP)	Project description	Type of public amenity or service	Monetary amount expended from development contributions	Contributions expended to date	Project status	Cost funded by contributions
Central Sydney Development Contributions Plan 2015 (Section 7.11)	OS6	Acquisitions – Southern precinct – 4.61 ha approx. – various locations	Open space	$12,961,023	$81,718,670	Underway	81% to date
Central Sydney Development Contributions Plan 2015 (Section 7.11)	CF8	Aquatic centre – New aquatic centre at Gunyama Park, Green Square (works only)	Community facilities	$32,196	$17,052,198	Recoupment	21% to date
Central Sydney Development Contributions Plan 2015 (Section 7.11)	TT67	New road – East-West relief route – west of Green Square Town Centre (works)	Traffic & transport	$1,524,818	$4,719,818	Recoupment	12% to date
Central Sydney Development Contributions Plan 2015 (Section 7.11)	TT73	New road – East-West Boulevard (Zetland Ave) – within Green Square Town Centre (works)	Traffic & transport	$51,815	$7,827,793	Recoupment	48% to date
Central Sydney Development Contributions Plan 2015 (Section 7.11)	SD4	Upgrade existing drainage – O'Dea Avenue	Stormwater drainage	$2,232	$763,105	Recoupment	25% to date

Contributions plan (CP)	Project ID (per CP)	Project description	Type of public amenity or service	Monetary amount expended from development contributions	Contributions expended to date	Project status	Cost funded by contributions
Central Sydney Development Contributions Plan 2013 (Section 61 City of Sydney Act)	31	George Street Transformation – improvements to roads, footway and public domain	Public domain	$8,156,324	$8,156,324	Recoupment	4% to date
Central Sydney Development Contributions Plan 2013 (Section 61 City of Sydney Act)	32	Embellishment – Harbour Village north public domain	Public domain	$2,000,000	$16,722,895	Recoupment	94% to date
Central Sydney Development Contributions Plan 2013 (Section 61 City of Sydney Act)	33	Public domain improvements (principally footways) – Chinatown	Public domain	$1,600,000	$14,266,727	Recoupment	93% to date
Central Sydney Development Contributions Plan 2020 (Section 7.12)	11	Light Rail-related George Street public domain upgrade and ancillary works – CBD to south east	Public domain improvements	$15,000,000	$27,000,000	Recoupment	12% to date
Central Sydney Development Contributions Plan 2020 (Section 7.12)	16	Town Hall Square land acquisition	Public domain improvements	$10,000,000	$24,000,000	Recoupment	39% to date

Contributions plan (CP)	Project ID (per CP)	Project description	Type of public amenity or service	Monetary amount expended from development contributions	Contributions expended to date	Project status	Cost funded by contributions
Central Sydney Development Contributions Plan 2020 (Section 7.12)	20	Prince Alfred Park and pool redevelopment	Community facilities	$6,000,000	$8,000,000	Recoupment	38% to date
Central Sydney Development Contributions Plan 2020 (Section 7.12)	25	New Darling Square Library – fitout works	Community facilities	$5,118,295	$5,118,295	Recoupment	53% to date
Central Sydney Development Contributions Plan 2020 (Section 7.12)	27	New City of Sydney Creative Studios fitout works (Bathurst Street)	Community facilities	$2,501,941	$2,501,941	Recoupment	100% to date
Central Sydney Development Contributions Plan 2020 (Section 7.12)	28	Customs House acquisition	Community facilities	$10,000,000	$12,000,000	Recoupment	44% to date
Central Sydney Development Contributions Plan 2020 (Section 7.12)	32	Cycleway - Castlereagh Street, central and south	Roads, traffic and transport facilities	$1,134,432	$1,634,432	Recoupment	17% to date

The following are non-monetary contributions (land and works in kind) received/recognised during 2025/26.

Contributions plan (CP)	Project ID (per CP)	Project description	Type of public amenity or service	Value of land dedication	Value of material public benefit provided[17]	Contribution received to date	Project status	Cost funded by contributions
City of Sydney Development Plan 2015 (Section 7.11)	OS8	Dedication – Sydney Water site, 903–921 Bourke Street, Waterloo, 0.6ha	Open space		$3,326,993	$3,326,993	Future	0%

The following field was not applicable for the City of Sydney in the 2025/26 financial year and have not been included in the table above:

– amounts expended temporarily borrowed.

This category will be reported in future years as applicable.

[17] Material public benefit contributions (i.e. works in kind) are recognised at the earlier of: 1) receipt of a bond/bank guarantee securing the value of works; or 2) acceptance and transfer of completed works (where value not previously secured)

Public access to government information

Government Information (Public Access) Act 2009
No 52 Part 7 s 125 and
NSW Government Information (Public Access) Regulation 2018
Cl 8(d) and Schedule 2

This report includes information on the City's proactive disclosure program, our program of informal access to information through information access requests, and information about section 41 (formal) access applications and Part 5 review applications in the form required by clause 8 and Schedule 2 of the *Government Information (Public Access) Regulation 2018*.

1. Review of proactive release program – Clause 8(a)

Under section 7(3) of the Government Information (Public Access) Act 2009, each year the City must review its program for the release of government information. This identifies the kinds of information it holds that should, in the public interest, be made publicly available and that can be made publicly available without imposing unreasonable extra costs.
Our program for the proactive release of information involves 4 broad activities:

- activity 1 – providing information, which is not statutorily required to be provided, through extensive publication on our website
- activity 2 – maintaining and promoting to employees a practice of openness and accountability about the information for which they are stewards
- activity 3 – identifying both information that is requested most often and opportunities for future self-service access to that information
- activity 4 – planning and implementing open data initiatives.

As in previous years, this year's review of the program identified information that the City proactively disclosed, the platforms where publication occurred and high level data about website and social media use. The latter demonstrates high levels of access to the information disclosed proactively by the City.

Activity 1 – Examples of providing information, which is not statutorily required to be provided, through extensive publication on our website

The City publishes much of the information it holds on its website, cityofsydney.nsw.gov.au. The site is free to use and requires no registration. A considerable body of work is published at the City's own initiative, including research and reports, case studies, guides, design codes and technical specifications, heritage guidelines and studies, lists, maps and inventories, City of Sydney submissions, and local history, including histories of local parks and playgrounds.

The City publishes details of the public assets it owns and manages, including parks, playgrounds, pools, libraries, community centres and dog off-leash parks, along with the indoor and outdoor spaces and sports facilities available for hire. It records what can be seen and experienced in the public domain, including monuments and memorials, sculptures, murals and street art, fountains and water features and exhibitions, and describes its collections, among them the history and archive collections and the library collections.

Information about the services the City provides is published in full, from development applications, construction permits and approvals and business permits, approvals and tenders to rates, waste and recycling, transport and parking, children's services and reporting an issue.
Opportunities to take part or seek assistance are set out in the same way, including grants, business, community, cultural and environmental support and funding, talks,

courses and workshops and volunteer programs.

Work under way or proposed is published so that residents and businesses can see what is changing and when. This includes building and facility upgrades, new infrastructure, improvements to streets and public spaces, park and playground works, proposed works and maintenance, policy and planning changes, public notices, consultations and areas of focus such as the Haymarket and Oxford Street precincts. The broader positions that inform this work are set out across the built environment, business and economy, culture and creativity, environmental action, governance and decision making, and people and communities, and the City also publishes details of the bodies that advise it, including its advisory panels, community groups and networks and partners.

Some of the documents the City of Sydney publishes are released because it is required to make them publicly available: policies, local environmental plans, development control plans, council governance and administration.

The site also carries information about the organisation itself, including the Lord Mayor and councillors, elections, careers, areas of service, contact details and the long-term vision set out in Sustainable Sydney 2030–2050.

Cataloguing, digitising and publishing archival records

The online catalogue, Archives and History Resources, continues to provide enhanced access to the City's increasing archival resources.

The catalogue now provides online descriptive information for around 1,083,749 items.

In 2025/26 more than 12,500 items and boxes were added to the catalogue through our ongoing digitisation and volunteer programs.

New collections added to the catalogue included:

- digital photograph library of projects and properties (4,707 items)
- photographs taken by City photographers – Paul Patterson – light rail project, part 2 (317 items)
- oral history items migrated from the City website (281 items)
- council minutes - volume 9 and 10 – transcripts (203 items)
- AS-0028 – town clerks correspondence folders (115 items)
- Hyde Park plans and vegetable market plans drawn by Norman Weekes (139 items)
- City planning department negatives - new (191 items).
- Several new donated collections were accepted and loaded including:
- Ian Lever photograph collection (700)
- Doug Parton photograph collection (354 items)
- Bill Sheridan views of Sydney (294 items)
- Michael Yates photographs part 2 (279 items)
- C. Moore Hardy photograph collection – Lunar Festival 2015 (223 items)
- Liz Cotter photograph collection (149 items).

Scans and/or descriptions were added to a range of collections. For example, more than 10,000 scans were added to the town clerks folders and 2,681 scans were added to the reports of the Finance Committee, completing both series.

New curated 'collection' and 'place' tiles were added to improve access to archival resources.

Several series were made more accessible due to volunteer projects to enhance descriptive information. Volunteers completed the final index entries this year for the surveyor's field books (25,000 in total).



Image 9. Entertainers, Sydney Streets event, Glebe Point Road, Glebe. Helene Cochaud/City of Sydney

At 30 June 2026 there were 13,726 registered catalogue users. These figures show consistently that users are represented from all age groups, with 25 to 34 year olds being the most common users.

In the year the catalogue saw:

- 277,400 engaged sessions
- 45,396 downloads.

Total users, page views and session numbers could not be relied upon due to excessive bot activity which distorted the statistics. This issue has now been resolved for next financial year.

Specific records that were disclosed, most proactively, by name on webpage include:

Advisory panels

- Nightlife and Creative Industries Advisory Panel

Affordable housing contributions

- City of Sydney affordable housing program
- Green Square affordable housing program

Building and facility upgrades

- Upgrading library technology

Building new infrastructure

- A new square opposite Sydney Town Hall

Built environment

- Heritage

Business support and funding

- Economic grants

City of Sydney submissions

- Draft Sydney Plan
- NSW Government share bike reforms

Community activities and initiatives

- Native plant giveaway

Community centres

- Huntley Street Recreation Centre

Council governance and administration

- Art and About 2026 expression of interest
- Booking rules: sports and recreation facilities
- City of Sydney ethics framework
- Closing the webpage quickly
- Development contributions register
- Food vendors major events and festivals terms and conditions
- How we manage noise complaints
- How we manage rat complaints
- Library collection development guidelines
- Library membership guidelines
- Little Sydney Lives Photography Competition 2026
- Parking discount for Cook + Phillip Park Pool and fitness centre
- Parking penalty notice report
- Pine Street Creative Arts online bookings
- Purchase orders: Standard terms and conditions
- Sydney Lunar Festival: visual identity system expression of interest
- Sydney Streets participation approval terms and conditions and definitions
- Terms and conditions of quoting and tendering
- Terms of reference for advisory panels

Cultural support and funding

- 107 Redfern Street, Redfern
- Joynton Avenue Creative Centre
- Pine Street Creative Arts Centre

Design codes and technical specifications

- Survey plan specifications for planning applications
- Sydney Streets technical specifications

Development applications

- Get a flood information certificate

Development control plans

- Heritage Development Control Plan 2006

Development guidelines and policies

- Code of practice: hoisting and construction activities on and above roads
- Construction site noise
- Creative graphic design guide for construction-related temporary structures (hoardings and scaffolding)
- Development application exception for solar panels in heritage conservation areas – Guideline
- Environmental noise technical requirements
- Guidelines for waste management in new developments
- Landscape code
- Minimising overshadowing of neighbouring apartments
- Planning agreement guidelines
- The Central Sydney Archaeological Zoning Plan
- Travel planning guidelines: Preparing and implementing site-specific development measures

Environmental support and funding

- Community food scraps recycling bins
- Doorstep recycling for tricky items
- Environmental grants Guides
- Changes to our grants programs
- Changes to our support for festivals and events
- Changes to our support for innovation-based projects
- Emergency advice: floods
- Grants guide: are you ready to apply – step-by-step guide
- Grants guide: child safety and protection
- Grants guide: creating a project budget
- Grants guide: glossary of terms
- Grants guide: letters of support
- Grants guide: preparing a project plan
- Grants guide: understanding auspicing
- Grants guide: value-in-kind support
- Grants guide: what happens after you apply
- Grants resources
- Guidelines for speakers at meetings and forums
- Help with grants in your language
- How the law can help in a domestic and family violence situation
- How to assist people experiencing homelessness or food insecurity
- Living with local wildlife
- Programs, support and resources for older people
- Reporting domestic, family and sexual violence and assault to NSW police
- Responsible pet ownership – why dogs bite
- Safety planning and leaving a domestic and family violence situation
- Sexual assault, consent and medical support
- Urban habitat creation guide
- ความช่วยเหลือในภาษาของท่านเกี่ยวกับทุนอุดหนุน
- 帮助您以母语了解拨款
- 한국어 보조금 안내

Hireable indoor spaces

- Archway studios, Joynton Avenue Creative Centre
- Aunty Fay Carroll Hall, Green Square Public School and Community Spaces
- Classroom, Joynton Avenue Creative Centre
- Community space 1, Green Square Public School and Community Spaces
- Community space 2, Green Square Public School and Community Spaces
- Dr Naomi Wing Auditorium, Green Square Public School and Community Spaces

- Eternity Playhouse
- Grand final room, Huntley Street Recreation Centre
- Level 2 creative office, Joynton Avenue Creative Centre
- Quarter-final room, Huntley Street Recreation Centre
- Semi-final room, Huntley Street Recreation Centre
- Workshop and balcony, Joynton Avenue Creative Centre

Histories of local parks and playgrounds

- History of Alexandria Park
- History of Prince Alfred Park
- History of Ward Park

Improving streets and public spaces

- Building a new cycleway on O'Dea Avenue, Waterloo
- Building the Primrose Quietway in Rosebery
- Planting more trees on Rosebery Avenue, Rosebery
- Planting more trees on Tweedmouth Avenue, Rosebery
- Renewing Sydney Square
- Revitalising Dixon Street, Haymarket
- Upgrading Epsom and Link roads intersection
- Upgrading Victoria Street, Darlinghurst

Installations

- Meeras Pavilion

Lists, maps and inventories

- Mobility parking
- Register of significant trees
- Share bike parking areas
- Sport and recreation map

Sydney cycling map

Murals and street art

- Mural 1: History of the Waterfront
- Mural 2: Wallamullah – Place of Plenty
- Mural 3: Victoria Street
- Mural 4: A Balcony View 1882–1982
- Mural 5: FEDFA Green Bans
- Mural 6: BLF Green Bans
- Mural 7: Passing Through Customs
- Mural 8: Women in Woolloomooloo
- Revisionist Statue

NSW Government projects

- State government residential developments and rezonings

Networks and partners

- International delegates

Opportunities

- Apply for a community building in Alexandria
- Apply for a grant for your creative project
- Apply for a green building grant
- Apply for a meeting room at Redfern Oval Grandstand
- Apply for a quick response grant
- Apply for community spaces at Glebe Town Hall
- Apply for food and beverage vendor opportunities at our major events and festivals
- Apply for funding for a creative space or venue
- Apply for funding for a food support project
- Apply for funding for a social and community project
- Apply for funding for circular economy projects
- Apply for funding for climate resilience projects
- Apply for funding for innovation and business capacity building
- Apply for our Aboriginal and Torres Strait Islander collaboration fund
- Apply for our artist support grant
- Apply for precinct and place activation funding

- Apply for street banner hire support
- Apply for venue hire support
- Apply to hire our new indoor courts and rooms in Alexandria
- Apply to hire our new outdoor court in Zetland
- Apply to live and work in one of our spaces in Ultimo and Waterloo
- Apply to provide creative services for Calling Country at Sydney New Year's Eve
- Apply to work in one of our short-term empty property spaces in William Street, Darlinghurst
- Be part of the Surry Hills Christmas Fair
- Bring your cultural and creative ideas to life in Redfern
- Create the visual identity system for Sydney Lunar Festival
- Design Sydney's Christmas infrastructure
- Display your artwork in a banner gallery for Art & About
- Get a stall at Haul in the Hall
- Join our Local Planning Panel
- Precinct and place activation test
- Share your artwork to promote welcome and belonging for refugees
- Share your riding experience with us

Park and playground works

- Improving Minogue Reserve, Glebe
- Improving Regent Street Reserve, Paddington
- Upgrading Ada Villa Terrace, Erskineville
- Upgrading Glebe Street Playground, Glebe
- Upgrading Kirsova 3 Playground, Glebe
- Upgrading May Pitt Playground, Forest Lodge
- Upgrading Mountain Street Reserve, Ultimo
- Upgrading Thomas Portley Reserve Playground

Performances

- Soft Forest

Playgrounds

- Cook playground
- Lawson playground
- Marton Playground

Policy and planning changes

- Draft deed of novation and variation to planning agreement: 164–194 William Street, Woolloomooloo
- Draft deed of novation and variation to planning agreement: 330 Botany Road, Alexandria
- Draft deed of novation and variation to planning agreement: 634 Botany Road & 45–47 Ralph Street, Alexandria
- Draft deed of variation to planning agreement: 4–6 Bligh St, Sydney
- Draft deed of variation: 923 Bourke Street, Waterloo
- Draft planning agreement: 12–20 Rosebery Avenue, Rosebery
- Draft planning agreement: 134–136 Botany Road, Alexandria
- Draft planning agreement: 20-26 Bourke Road, Alexandria
- Draft planning agreement: 55-59 Wentworth Avenue, Sydney
- Draft planning agreement: 74, 84–88, 100 and 108 Botany Road, and 86-96 and 98-100 Wyndham Street, Alexandria
- Have your say on future homes in our area
- Proposal to heritage list 3 buildings on Oxford Street, Darlinghurst
- Proposal to heritage list 9 modern apartment buildings
- Proposed LGBTIQA+ heritage listings in the Oxford Street area

- Proposed changes to planning controls for 580 George Street, Sydney
- Share your ideas for our updated busking policy and code
- Share your view on our revised code of meeting practice
- Your say on an application to award heritage floor space for St Peter Julian's Church
- Your say on flood risk management in the Alexandra Canal and Centennial Park catchment
- Your say on our 2026/27 operational plan and resourcing strategy
- Your say on parking changes in Alexandria
- Your say on parking changes in Glebe
- Your say on proposed changes to outdoor dining
- Your say on proposed changes to planning controls for 150 Day Street, Sydney
- Your say on proposed changes to the City of Sydney affordable housing program
- Your say on the updated generic plan of management
- Your say updated grants policy guidelines

Proposed works and maintenance

- Have your say on Surry Hills traffic changes
- Have your say on improvements to Belmont and Fountain streets, Alexandria
- Have your say on improvements to Victoria Street, Darlinghurst
- Have your say on walking and cycling improvements between South Eveleigh and Waterloo Metro
- Have your say on walking and cycling improvements on Randle and Elizabeth streets
- Help shape the future of Alexandria Park
- Help shape the future of Goddard Playground, Newtown
- Help shape the future of Green Ban Parks Playground, Erskineville
- Help shape the future of Hansom Cab Place Playground, Redfern
- Help shape the future of Pottinger Park (The Paddock), Dawes Point
- Help shape the future of Young Street pocket park, Redfern
- Share your ideas about the proposed design for Green Park
- Share your ideas for Beare Park, Elizabeth Bay
- Share your ideas for Forbes Street Reserve
- Share your thoughts about Green Bans Park
- Share your thoughts about Green Bans Park
- Share your thoughts on the May Pitt Playground upgrade
- View and comment on the proposed design for Kirsova 3 Playground
- Your feedback on plans to renew Belmore Park in Haymarket
- Your say on an automatic public toilet in Bicentennial Park
- Your say on improvements at Chelsea Street Playground
- Your say on improving Jack O'Brien and Baptist Street reserves, Redfern
- Your say on improving Mrs Isabella Hills Rest Area, Newtown
- Your say on improving Turruwul Park Playground, Rosebery
- Your say on increasing tree canopy on Cowper Wharf Road
- Your say on increasing tree canopy on Victoria Road, Glebe
- Your say on new greening and traffic calming measures in Millers Point
- Your say on off-leash dogs in Rosebank Park

- Your say on parking changes in Redfern
- Your say on plans for a basketball hoop in Federal Park
- Your say on the Paddington Town Hall renewal
- Your say on the proposed design for Goddard Playground
- Your say on the proposed design for Marriott Street Reserve, Redfern
- Your say on the proposed design for Pottinger Park Playground
- Your say on the proposed design for South Sydney Rotary Park Playground
- Your say on the proposed design for the Hansom Cab Place Playground in Redfern
- Your say on the proposed design for the Young Street pocket park, Redfern
- Your say on updating our register of significant trees

Public health and safety programs

- Community action for safe speeds research project

Public notices

- Annual financial statements 2024/25
- Land classification proposal for 99A Belmont Street, Alexandria
- Land classification proposal – South Sydney Rotary Park, 53A Henderson Road, Eveleigh
- Proposed lease at 66–68 Kellett Street, Potts Point
- Proposed lease with the Grumpy Baker at 110 Elizabeth Street, Sydney
- Proposed licence related to outdoor dining area at 36 Bridge Street, Sydney
- Proposed licence related to the use of umbrellas in outdoor dining area at 36 Bridge Street, Sydney
- Proposed licence renewal for Victoria Park steps, Camperdown
- Proposed road lease for 123A Bayswater Road, Darlinghurst
- Proposed road lease for 18 Sussex Street Sydney
- Review of filming and photography application criteria and fees
- Share your thoughts on proposed turn restrictions at Amy and Devine streets, Erskineville
- Your say on proposed outdoor alcohol restrictions in Woolloomooloo
- Your view on cycling changes in Surrey Lane, Darlinghurst

Report an issue

- Report unsafe food delivery riders

Research and reports

- 119 Redfern Street – Aboriginal and Torres Strait Islander consultation
- A community vision for Victoria Barracks
- A community vision for Wentworth Park
- Active transport survey
- Affordable and diverse housing update
- Categorisation of community land – public hearing submissions report
- Child care needs analysis 2019
- City economic insights
- City economic monitor
- Engagement report on improving Victoria Street, Darlinghurst
- Engagement report – Electrification of new development discussion paper
- Greater Sydney creative space affordability study

Sculptures

- Joy

Spaces for use and hire

- Bookings for Green Square Public School and Community Spaces

Sports competitions

- Huntley Street Recreation Centre sports competitions

- KGV Recreation Centre sports competitions
- Perry Park Recreation Centre sports competitions
- Perry Park Synthetic Sportsfield sports competitions

Sports facilities

- Multipurpose indoor courts, Huntley Street Recreation Centre
- Multipurpose outdoor court, Green Square Public School and Community Spaces

Strategies and action plans

- Community engagement strategy and community participation plan
- Community strategic plan
- Cycling strategy and action plan
- Environmental strategy 2025–2030
- First Nations strategic framework
- Greening Sydney strategy
- Inclusion (disability) action plan 2025–2029
- International education action plan
- Park plans of management
- Reconciliation action plan
- Sustainable food systems statement
- Tourism action plan
- Town Hall precinct public domain plan
- Urban ecology strategic action plan
- Waste reduction and circular materials strategy 2026-2035

Talks courses and workshops

- Creative Impact webinar series
- Introduction to the circular economy
- Module 1: Why the circular economy matters for your business
- Module 2: How to begin your circular journey
- Module 3: Maximising the value of materials
- Module 4: Circular business models in action
- Module 5: Get started with circular thinking

Transport and parking

- Get a parking discount at Cook + Phillip Park Pool and fitness centre
- Sydney bike hub
- Vision setting
- Developing a community vision for Victoria Barracks
- Planning for outer Sydney Harbour
- Share your ideas for our new urban ecology plan
- Your say on our new waste reduction and circular materials strategy
- Waste and recycling services
- Check when your business needs to follow food waste rules
- Recycle clothes, bedding and textiles

Methods of public access to proactively disclosed information

Owned media

The City's main owned distribution platforms are:

Websites:

- Corporate website: cityofsydney.nsw.gov.au
- What's On: whatson.cityofsydney.nsw.gov.au
- City of Sydney News: news.cityofsydney.nsw.gov.au

Email newsletters:

- City of Sydney News
- What's On
- Libraries
- Sydney Your Say
- Community centres
- CitySwitch
- Sustainable apartments
- Green Square
- Sydney City Farm
- Printed materials
- Letters

- Signs
- Posters
- Hoardings
- Paid media

Above the line platforms, including:

- Communications pylons
- Outdoor media
- Press
- Out of home
- Radio

Digital advertising, including:

- Display
- Search engine marketing
- Social media advertising
- Discovery platforms
- Native advertising
- Podcast advertising
- Content partnerships

Social media

LinkedIn

- 723 published posts and messages
- 70,703 followers

Facebook

- 12, 151 published posts and messages
- 323,518 followers

X (formerly Twitter)

- 75 published posts and messages
- 242,066 followers

Instagram

- 12, 069 published posts and messages
- 294,832 followers

Threads

- 213 published posts
- 43,564 followers

TikTok

- 190 published posts
- 18,520 followers

YouTube

- 34 published posts and messages
- 17,332 followers

Website access

Total number of visits to development application search page (eplanning.cityofsydney.nsw.gov.au/Pages/XC.track/SearchApplication.aspx):

- 2,665,738 views
- 135,145 users
- 295,647 sessions

Referrals to eplanning.cityofsydney.nsw.gov.au/Pages/XC.track/SearchApplication.aspx from cityofsydney.nsw.gov.au

- 96,387

The City of Sydney website (cityofsydney.nsw.gov.au and online.cityofsydney.nsw.gov.au) received:

- 2,586,558 users
- 8,764,373 page views
- 4,474,759 sessions, and
- 385,562 file downloads.

These figures show consistently that users are represented from all age groups with 25 to 34 year olds being the most common users.

Activity 2 – Maintaining and promoting to workers a practice of openness and accountability for information and decision making

Under the access to information guideline for City employees, subject matter experts throughout the City continued to apply principles of openness and accountability by locating information and providing it to the information access and archives teams to meet requests by members of the public.

Activity 3 – Identifying information requested most often

As in previous years, the City identified that most requests received for records and information were related to development applications and decisions, namely open access information.

The City's website and the Archives and History Resources catalogue provided access to a significant amount of this information with search tools to facilitate public self-serve access. As described above new information was added to the catalogue in 2025/26.

Activity 4 – Open data

In 2025/26 we published 2 new datasets and 2 new interactive maps for separated cycleways and electric vehicle charging bays in the City of Sydney data hub.

2. Information access (informal) requests

We have online forms for information access requests, section 41 access applications and section 82 internal review applications. Requests and applications can also be made by email and letter.

The City's information access and archives teams received 2,981 information access requests in 2025/26. Most of the information was provided by email and other digital means.

The City continued to provide a reading room service on level 21 of Town Hall House when access to the hard copy of records was required, for example when copyright prevented sending copies. There were 189 visits to the reading room recorded for the year. A virtual online reading room also continued to operate.

3. Access applications received – Clause 8(b) Government Information (Public Access) Regulation

In 2025/26 the City received 63 formal access applications (including withdrawn applications but not invalid applications which remained invalid).

4. Access applications wholly or partly refused due to a Schedule 1 conclusive presumption clause – Clause 8(c) Government Information (Public Access) Regulation

One application was partly refused on the basis of clause 5 – legal professional privilege.



Image 10. Pine St Creative at Ultimo Community Centre. Abril Felman/City of Sydney

Statistical information about access applications

Table A: Number of applications by type of applicant and outcome[18]

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	1	1	1	0	0	0	0	2
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	6	0	0	0	0	0	0	3
Not for profit organisations or community groups	0	1	0	1	0	0	0	0
Members of the public (application by legal representative)	16	1	0	1	0	0	0	4
Members of the public (other)	15	2	0	0	1	0	0	11

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

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications[19]	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	36	5	1	2	1	0	0	20
Access applications that are partly personal information applications and partly other	2	0	0	0	0	0	0	0

The total number of decisions in Table B should be the same as Table A.

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

Table C: Invalid applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	16
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	16
Invalid applications that subsequently became valid applications	6

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

	Number of times consideration used[20]
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	2
Excluded information	0
Documents affecting law enforcement and public safety	0

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

	Number of times consideration used[20]
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under *Electricity Network Assets (Authorised Transactions) Act 2015*	0
Information about authorised transaction under *Land and Property Information NSW (Authorised Transaction) Act 2016*	0

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

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	1
Individual rights, judicial processes and natural justice	2
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	43
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
Total	44

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

	Decision varied	Decision upheld	Total
Internal review	1	0	1
Review by Information Commissioner[21]	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
Total	1	0	1

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

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

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications transferred
Agency-initiated transfer	0
Application-initiated transfer	1

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

Recovery and threat abatement plans

Fisheries Management Act 1994
s 220ZT (2)

The City was not identified as responsible for the implementation of any recovery plans for threatened species, populations and ecological communities or threat abatement plans prepared under the *Fisheries Management Act* during 2025/26.

Donations – public space improvements

City of Sydney Act 1988
s63(3)

In 2025/26 the City received 11 donations for public space improvements towards planting of trees and park benches. These donations are shown below.

Date	Donor	Amount
8 Aug 2025	Ross Barton	$1,000
17 Aug 2025	Rachael Y Tsang	$1,000
17 Aug 2025	Helen J Grebert	$1,000
4 Sep 2025	Robert Wallace	$1,000
1 Oct 2025	A de Bettencor	$1,000
23 Jan 2026	Yinli Wang	$1,000
24 Jan 2026	Matthew Peres	$1,000
31 Jan 2026	Nicola Robinson	$1,000
14 Feb 2026	Ziwei Zhao	$1,000
6 May 2026	Gaye Richman	$1,000
Total		**$11,000**

The donations were used to plant trees in Sydney Park, Rushcutters Bay Park, Pirrama Park, Giba Park, Jubilee Park, Hyde Park, Tarakan Reserve, Waratah Street Reserve and Dr HJ Foley Rest Park.



Image 11. Wahganmuggalee (Farm Cove). Abril Felman/City of Sydney

Capital expenditure

Office of Local Government and Department of Premier and Cabinet – Capital Expenditure Guidelines December 2010
s12

The capital works projects listed below meet the criteria for reporting under the NSW Office of Local Government's Capital Expenditure Guidelines (December 2010) in 2025/26.

– Square at Town Hall

Service review

Integrated Planning and Reporting Guidelines 2021
Essential Element 5.3

The City is committed to improving the quality of services to our communities. We are also committed to simplify and improve internal processes and services. We progressed reviews of internal corporate service processes, with the intent of freeing up employee time and improving employee satisfaction.

A review of procurement and contract management was completed, with changes made to streamline internal systems and processes.

A review of the function of cyber security and information protection commenced. The review has resulted in recommendations to increase preparedness in the event of a cyber disruption.

Reviews of service delivery models were completed for parks maintenance services and domestic waste collection as part of the City's sourcing framework.

City processes are continually being improved, with a current focus on simplifying and digitising all application forms. These forms will improve the community experience of residents and business when requesting City services.

Corporate sponsorship

City of Sydney Corporate Sponsorship Policy

All sponsorships, including the name of the sponsor and the sponsorship asset sponsored in the financial year 2025/26 are below.

Art & About

– OM Digital Solutions – support partner

Sydney Christmas

– Australian Radio Network – media partner

Lord Mayor's Welcome for International Students

– Premier's Department, Study NSW – leadership partner

Sydney New Year's Eve

– Australian Radio Network – media partner
– Australian Broadcast Corporation – leadership partner

Sydney Lunar New Year Festival

– Australian Radio Network – media partner
– Hong Kong Economic and Trade Office – support partner
– The Special Broadcasting Service – support partner
– TorchMedia – associate partner
– Transdev – associate partner

Total corporate sponsorship revenue of $1,548,519.09 comprised $67,000 in cash and $1,481,519.09 in value-in-kind contributions.

Public interest disclosures

Public Interest Disclosures Act 2022
s 78

The City's public interest disclosure policy outlines the procedures for reporting serious wrongdoing, dealing with disclosures and protections against detrimental action. The policy is modelled on the NSW Ombudsman's guidelines and model policy and applies to all public officials at the City.

The policy ensures that as a public authority, the City meets its responsibilities when receiving and dealing with public interest disclosures under Part 5 of the Public Interest Disclosures Act 2022.

The City carried out a number of actions to ensure public officials associated with the City are aware of the policy and the protections under the legislation for a person who makes a public interest disclosure. These actions included training and information sessions, internal communications and content on the intranet.

	Voluntary public interest disclosures
Public officials who made public interest disclosures to the City of Sydney	5
Public interest disclosures received[22]	8
Total public interest disclosures finalised	4

Disclosures received were primarily about:

Corrupt conduct	**Government information contravention**	**Local government pecuniary contravention**	**Corrupt maladministration**	**Privacy contravention**	**Serious and substantial waste of public money**
8	0	0	0	0	0

[22] 1 PID referred from the Independent Commission Against Corruption (ICAC) and 2 PIDs referred from the Office of Local Government (OLG)

Swimming pool regulation

NSW Swimming Pools Act 1992
s 22F (2) and
NSW Swimming Pools Regulation 2018
cl 23

The activities below took place during the year to ensure compliance with the *NSW Swimming Pools Act 1992* and its regulations.

Description	Number
Inspections of tourist and visitor accommodation	21
Inspections with more than 2 dwellings	105
Inspections resulting in the issue of a certificate of compliance 22D	145
Inspections resulting in the issue of a certificate of non-compliance	0
Inspections with single dwellings	85

Carers recognition

Carers Recognition Act 2010 (NSW), No. 20
s 8 (2)

The City maintained its strong commitment to supporting people with caring responsibilities. It responded to the diverse and changing needs of employees who are carers by providing flexible and inclusive work practices that support individual circumstances. In 2025/26, the City met its obligations under the *Carers (Recognition) Act 2010* through a range of initiatives, employment provisions and support programs.

We maintained our certification as a family friendly workplace by UNICEF Australia and Parents at Work.

Notable initiatives and provisions include:

- maintaining gender-neutral paid parental leave of 26 weeks full pay and 52 weeks at half pay for eligible employees
- supporting employees returning from parental leave, including access to part-time and flexible work arrangements subject to operational requirements
- providing personal/carer's leave that enables employees to care for or support an immediate family or household member affected by illness, injury or an unexpected emergency
- maintaining care and culture leave, which enables eligible employees to use up to three days of accrued personal leave each service year for health and wellbeing activities, cultural or religious days, caring needs or other events of significance
- maintaining up to 20 days' paid domestic and family violence leave each year, together with confidential workplace support for affected employees
- providing flexible working arrangements that help employees manage caring, family and other personal responsibilities while meeting team, service and operational requirements

- maintaining access to trained peer support employees and other mental health and wellbeing resources
- maintaining internal employee networks who identify, support and drive initiatives to raise awareness, provide insight and strengthen responsiveness to carers and other priority groups
- providing and updating resources to help managers support employees with disability and caring responsibilities. To inform this, a neurodivergent employee-led workshop was held in April to gather employee feedback on neuro-inclusion in the workplace and inform future manager training. Topics included employee strengths, workplace barriers, inclusive management practices, priorities for manager training, opportunities to improve organisational inclusion, and ways to support ongoing connection and collaboration among neurodivergent employees.

Inclusion (disability) action plan

Disability Inclusion Act 2014
s13 (1)

The City's ongoing commitment to making Sydney inclusive and welcoming is embodied in the inclusion (disability) action plan 2025–2029. The plan contains the long-term vision for the City to meet its obligations under the *Disability Discrimination Act 1992* and the *NSW Inclusion Act 2014*, amended by the *Disability Inclusion Amendment Act 2022*.

The plan recognises the City's ongoing responsibility to address barriers experienced by people with disability and to build on the success of previous plans. Each year we develop a detailed report of our progress in meeting the targets and goals in the plan, which is provided to the NSW Minister for Families and Communities and Minister for Disability Inclusion and the Disability Council of NSW. Our annual reports on the inclusion (disability) action plan can be viewed and downloaded at cityofsydney.nsw.gov.au.



Image 12. Christmas markets, Martin Place, Sydney. Chris Southwood/City of Sydney



Attachment D

Annual Report 2025/26 – Inclusion (Disability) Action Plan 2025–2029

Inclusion (Disability) Action Plan











Annual Report 2025/26

The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area.

CITY OF SYDNEY

Contents

Our commitment to inclusion 4

Key achievements 6

Focus area 1: Positive community attitudes and behaviours 11

Focus area 2: Liveable communities 13

Focus area 3: Meaningful employment 22

Focus area 4: Systems and processes 25



The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area.

We acknowledge their continued care and protection for the lands and waters of this place since time immemorial.

Our commitment to inclusion

We're committed to creating a city that is accessible, inclusive and welcoming for people with disability. Through a whole-of-organisation approach, we work to improve access and remove barriers so people with disability can participate fully in community life.

Our inclusion (disability) action plan 2025–2029 builds on the progress made through previous plans. It was developed in consultation with people with disability and outlines the actions we'll take over the next 4 years to improve access, inclusion and participation. This report highlights progress made in 2025/26 and our ongoing work to create a more inclusive and accessible city.

Legislative policy context

A range of international, national and state legislation, policies and strategies guide efforts to improve access, inclusion and participation for people with disability.

Australia is a signatory to the United Nations Convention on the Rights of Persons with Disabilities, which promotes the rights, inclusion and full participation of people with disability in all aspects of life.

At the national level, the *Disability Discrimination Act 1992* makes disability discrimination unlawful and supports equal access and participation. Australia's Disability Strategy 2021–2031 provides the national framework for improving outcomes for people with disability.

In NSW, the *Disability Inclusion Act 2014* and *Disability Inclusion Amendment Act 2022* require councils to develop, implement and review disability inclusion action plans in consultation with people with disability.

The NSW Disability Inclusion Plan 2026–2029 provides the whole-of-government framework for advancing disability inclusion. It identifies 4 focus areas for action across government agencies and local councils.

The City of Sydney's inclusion (disability) action plan 2025–2029 aligns with this framework while responding to local priorities identified through consultation with people with disability and other stakeholders.

Plan development

The inclusion (disability) action plan 2025–2029 is our sixth disability inclusion action plan. It builds on the achievements, partnerships and lessons from previous plans and reflects our ongoing commitment to improving access, inclusion and participation for people with disability.

The plan was developed through consultation with people with disability, carers, disability organisations, employees and the Inclusion (Disability) Advisory Panel. This engagement helped us review progress, understand current experiences and identify priorities for future action.

More than 350 people contributed through surveys, focus groups, a roundtable workshop and community engagement activities. Participants included people with disability, their families and carers, disability service providers and disability representative organisations.

Targeted engagement involved Aboriginal and Torres Strait Islander people with disability, people with disability from multicultural backgrounds, neurodivergent people, people with intellectual disability and people of diverse sexualities and genders with disability. Their feedback helped shape the priorities and actions in the plan.

Inclusion (Disability) Advisory Panel

The City of Sydney's Inclusion (Disability) Advisory Panel provides strategic and independent advice on policies, strategies and plans that support greater inclusion and participation of people with disability. The panel also contributes to the monitoring and review of key initiatives, including the inclusion (disability) action plan.

Plan monitoring framework

The inclusion (disability) action plan supports our long-term vision of an inclusive city. It includes 29 actions across 4 focus areas:

1. positive community attitudes and behaviours
2. liveable communities
3. meaningful employment
4. systems and processes.

Together, these actions aim to improve access, inclusion and participation for people with disability.

The plan is designed to respond to changing community needs, legislation, technology, social and emerging issues. An implementation plan helps embed the actions through business unit plans and Council's operational plan. Progress is reviewed each year to prioritise resources and maintain accountability for achieving the actions set out in the plan.

A working group of responsible officers meets twice a year to monitor progress, share achievements and challenges, and identify opportunities for improvement.

The Inclusion (Disability) Advisory Panel receives regular updates on implementation of the plan. Progress is reported each year through the City of Sydney's annual reporting framework. As required under NSW legislation, annual progress reports are also provided to the NSW Minister for Families and Communities and Disability Inclusion and the Disability Council NSW.

The purpose of this report

This report outlines progress made during the 2025/26 financial year in implementing the actions of the inclusion (disability) action plan 2025–2029. It highlights key achievements and examples of work carried out across the organisation to improve access, inclusion and participation for people with disability.

As the first annual report under the inclusion (disability) action plan 2025–2029, it provides an overview of progress made during the first year of the new plan and the foundations established for future action, including development of targets for implementation of inclusion initiatives.

Key achievements

In 2025/26 we made progress towards a more inclusive and accessible city through initiatives across community programs and events, public spaces, our workplace and organisational systems and processes.

The following case studies showcase achievements across the 4 focus areas of the inclusion (disability) action plan and include the experiences and perspectives of people with disability.

Focus area 1: Positive community attitudes and behaviours

We work to challenge stereotypes and reduce stigma by promoting positive attitudes towards people with disability. Sharing lived experience and celebrating the contributions of people with diverse disabilities help build understanding and inclusion in the community.

Success story: A map back to myself

Rebecca McCash was one of 3 storytellers who shared their experiences of disability at the Accessing My City event held at the Juanita Nielsen Community Centre in Woolloomooloo in November 2025.

Her story reflects the area's commitment to raising the visibility of people with disability and using lived experience to build understanding, challenge assumptions and foster inclusion:

> Moving to Sydney at 20 years old was terrifying. The city is alive with lights and sounds and so many people. It is beautiful and magical and entirely overwhelming.
>
> People often ask me why I moved here from Scotland, usually I say things like 'opportunity' or 'the weather' or 'because I needed a change of scenery'. If I am truly honest, the reason is because I never really felt like I fit anywhere – and I hoped that maybe this marvellous city would have a space for someone like me.
>
> At 26, after years of misdiagnosis and burnout, I was diagnosed as autistic and ADHD. It felt as though someone had handed me a map back to myself. But diagnosis alone does not create belonging. That comes when you find 'your people'.
>
> For me, that moment came in the form of creating that space for others like me. A space where neurodivergent young people did not have to shrink, mask or apologise for who they were. A place where they could be unapologetically, truly, themselves.
>
> At Accessing My City, sharing this story was an opportunity to speak about the parts of disability that are not always visible, particularly as a neurodivergent entrepreneur, and the difference it makes when a community chooses to make space for people. I also wanted to share the joy of seeing young people find friendship, confidence and a sense of belonging.
>
> A story cannot represent everyone's experience of disability. But listening to people speak in their own words can make room for experiences that are too often overlooked. I am grateful the City of Sydney invited me to share mine, and to be part of a conversation about how we create a city where more people can feel they belong.



Rebecca McCash telling her story at Juanita Nielsen Community Centre. Image: Cassandra Hannagan

Focus area 2: Liveable communities

Liveable communities enable people with disability to take part in city life and feel safe, connected and included. The inclusion (disability) action plan recognises that inclusive events, programs and public spaces play an important role in creating a city that works for everyone. Features such as quiet spaces can improve access for people with sensory or cognitive disabilities and make events more welcoming for a wider range of people.

Success story: Access through universal design at City of Sydney events

As access and inclusion coordinator for our major events and festivals, Amy Lawler draws on her lived experience as a neurodivergent person to help shape accessible event design. Her story highlights how quiet spaces can support people who experience sensory challenges and help more people participate comfortably in community events:

> Accessibility can mean a lot of things, but to me, it's integrating options for people to enjoy our events as they choose, ensuring that these methods are considered standard rather than an extra thought tacked on at the end of planning.
>
> I work across production, program and audience teams to support safe and accessible practices, oversee event planning and operations, and provide accessibility training. Being involved means I have the unique privilege of witnessing the impact our team has on the wider community while highlighting continuous opportunity for growth and improvement for our future events.
>
> As part of my role, I look after Pirrama Park, one of our New Year's Eve vantage points. The park offers an accessible viewing area, shuttle service, quiet space, and haptic vests and headphones to help people experience the soundtrack. I see attendees return each year because the viewing area's safe, prime location for the fireworks gives them calm and relief from the crowds, allowing them to enjoy the night with friends and family.

One new practice we've introduced for Christmas, New Year's Eve and Sydney Lunar Festival programs is quiet spaces. From my experience as a neurodivergent person working across these events, I know that sometimes the largest barrier of entry is the event itself. Knowing I'll have to wade through a crush of people, battling loud noises from every direction, all after stressing about parking is enough to deter me from ever showing up. And I know that I'm not alone. A dedicated quiet space can alleviate that anxiety for many people; sometimes, knowing there's going to be a safe space at an event is enough to remove that barrier of participation, a barrier myself and our team always aim to improve with each event.

Across our programs, people from myriad backgrounds have commented on the space. Parents told me they finally feel comfortable bringing their kids with autism to our events and others expressed their excitement, telling me they couldn't wait to tell their friends about the space who had previously felt unsafe attending our events. These accounts, among many others, suggest that we're making a meaningful change. I hope to continue strengthening our events through inclusivity, thought and design.



People watch the Sydney New Year's Eve fireworks at the Pirrama Park celebrations. Image: Jones King

Focus area 3: Meaningful employment

We aim to create a workplace where employees with disability are valued, respected and supported to thrive. This includes removing barriers to participation and strengthening our ability to recruit, retain and develop employees with disability.

Success story: Neurodivergent employees shaping workplace practice

Through their involvement in the Inclusive City Network, neurodivergent employees and other employees with disability helped shape more accessible and inclusive workplace practices during 2025/26. The network, which brings together employees with disability and allies, continued to grow and played an important role in identifying barriers, promoting accessibility and advancing disability inclusion across the organisation.

As an employee-led network, it provided a forum for consultation, advocacy and feedback, contributing lived-experience perspectives to projects, policies and initiatives. It also promoted a strengths-based approach to disability, highlighting the skills, expertise and contributions of employees with disability and the diverse perspectives in the workplace.

One of the network's key activities was celebrating International Day of People with Disability 2025 through a staff comedy event featuring comedians with disability from Accessible Arts' *Are You Pulling My Leg?* show. Using humour to explore disability, intersectionality and inclusion, the event encouraged reflection and discussion while promoting greater understanding of disability in the workplace. More than 120 employees attended the event.

The network also supported neurodivergent-led workshops and engagement activities, providing insights into workplace barriers, inclusive management practices and opportunities to strengthen accessibility. Feedback from these activities informed future neuro-inclusive initiatives, manager training and ongoing workplace improvements.

Together, these activities contributed to a more accessible and inclusive workplace and strengthened employee participation in shaping positive organisational change.



Comedian Madeleine Stewart on stage performing in '*Are You Pulling My Leg?*'. The performance is being Auslan interpreted and captioned. Accessible Arts National Tour, 2024. Image: Studio/Image supplied by Accessible Arts.

Focus area 4: Systems and processes

We aim to make our systems and processes more accessible so people with disability can access services, information and opportunities on an equitable basis. This includes reviewing how we work and engaging with people with disability to identify and remove barriers in our decision-making, services and programs.

Success story: Lived experience and sector expertise informing our work

The Inclusion (Disability) Advisory Panel provides strategic and expert advice on policies, strategies and plans that support greater access, inclusion and participation for people with disability. Panel members bring lived experience of disability alongside professional and sector expertise in advancing inclusion and supporting people with a range of disabilities.

In 2025/26 the panel met 3 times and provided advice on several projects, initiatives and strategies. These included the inclusion (disability) action plan 2025–2029, a guide to decision-making and the role of advisory panels, disability visibility in our communications, the review of grants and sponsorship, inclusive and accessible public domain guidelines, outdoor dining guidelines, homelessness action plan and open-space, sport and recreation planning.

The panel's advice helped to strengthen our systems and processes by embedding accessibility and inclusion considerations into planning, design and decision-making. By incorporating lived-experience perspectives, the panel contributed to more inclusive policies, programs and public spaces.



Inclusion (Disability) Advisory Panel members with Councillor Yvonne Weldon AM at Sydney Town Hall. Image: Abril Felman/City of Sydney

Focus area 1: Positive community attitudes and behaviours

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
City of Sydney employees are disability aware and confident. They have access to specialist training and development opportunities to create inclusive built environments and ensure our communications and services are accessible and inclusive of people with disability. Employees will have the skills to meet requirements under the Commonwealth *Disability Discrimination Act 1992* and the NSW *Disability Inclusion Act 2014* and provide services that consider inclusion, not just compliance.	1. Continue to implement a program of disability inclusion training for all City of Sydney employees to ensure they are capable and competent to support community members, colleagues and employees with disability, with a greater focus on intersectionality and non-visible disabilities. Provide specialist disability training to upskill key employees across the organisation. Key areas of focus include: inclusive and accessible communications, inclusive built environments,	Ongoing	We continued to provide disability awareness and specialist training for employees. Training included Inclusion (Disability) Awareness eLearning and Hidden Disabilities Sunflower training, alongside specialist courses in Easy Read communication, building access audits, inclusive parks and playgrounds, Auslan and sensory processing. Neurodivergent employee-led workshops gathered feedback on workplace barriers, inclusive management practices and priorities for future manager training.	259 new employees completed disability awareness training 72% of new employees completed their mandatory disability awareness training 27 employees completed specialist disability training, including 9 employees with Easy Read training and 18 with other specialist disability training

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
	accessible and inclusive services and events.			
Positive community attitudes towards people with disability and mental health conditions are enhanced through City of Sydney programs that foster greater awareness, understanding and respect.	2. Provide programs that foster positive community attitudes towards people with diverse disabilities, in particular people with non-visible disabilities, people with mental health conditions, people with an intersectional experience of disability and carers.	Ongoing	We produced programs and events aimed at fostering positive community attitudes towards people with disability. International Day of People with Disability activities included a Connect Sydney workshop on understanding neurodiversity and digital storytelling workshops supporting people with disability to share their lived experience. Other programs included Accessing My City at Juanita Nielsen Community Centre, featuring 3 storytellers sharing experiences of life with disability, a comedy show and workshop featuring performers with lived experience of disability at Green Square Library and an event exploring artificial intelligence and mental health at Darling Square Library.	27 events showcased and supported people with disability, including people with non-visible disabilities, people with mental health conditions and carers 11 International Day of People with Disability programs and events were produced, with 518 participants 86% of respondents to event surveys reported increased understanding and awareness of the importance of social inclusion
Positive community attitudes towards people with disability and mental health conditions are promoted through the City of Sydney's digital and print platforms.	3. Continue to enhance the visibility of people with disability in our communications, through use of images and stories that showcase and celebrate the diversity of disability, in particular people with non-visible disabilities and intersectional experiences of disability.	Ongoing	We continued to enhance the visibility of people with disability through our communications, publications and digital platforms. Internal and external communications featured stories of people with disability, carers and lived-experience perspectives, supported by disability-focused social media content and storytelling initiatives.	42 new images tagged 'people with disability' were added to our image library 232 images tagged 'people with disability' in our image library 4 case studies included in the inclusion (disability) action plan annual report

Focus area 2: Liveable communities

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
Streets, parks, footpaths and open spaces in the City of Sydney area are accessible and inclusive. The design, maintenance and management of infrastructure and places enables people with disability to travel through the city with dignity and independence and brings people together.	4. Continue to improve the accessibility of streets, footpaths, parks and open places through renewal programs, upgrades and new capital projects in compliance with the inclusive and accessible public domain policy and guidelines.	Ongoing	We continued accessibility improvements with footpath works, new kerb ramps and park renewal projects. Parks with accessibility improvements included Edgley Street Reserve, Minogue Reserve, Regent Street Reserve, Mountain Street Reserve and Cooper Street Reserve. Robyn Kemmis Reserve and Glebe Street Playground now include inclusive play elements. Park renewal is ongoing, with accessibility improvements incorporated into park pathways and entries wherever possible. Inclusive play elements are included in most playgrounds. Projects with inclusive play elements were in progress or planned for Thomas Portley Reserve, Kirsova Playground 3, Harry Noble Reserve, Eddie Ward Park, Goddard Reserve, Green Bans Park, Marriott Street Reserve, Alexandria Park, Douglas Street Park, Turruwul Park, and Beare Park and Fitzroy Gardens. We began reviewing the inclusive and accessible public domain policy and guidelines. The guidelines will include	52 new kerb ramps were installed through pedestrian access, inclusion and safety programs 2,970m² of footpath works were completed 12 access and inclusion improvements, including raised crossings, continuous footpath treatments and footpath widenings, were completed 5 completed park projects included accessibility improvements and 2 completed playground projects included inclusive play elements Funding for inclusion and accessible facilities was

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
			accessibility targets, such as a network-wide kerb ramp audit scheduled for 2026/27. We continued to improve access across our properties through upgrades and new infrastructure. Projects aligned facilities with current accessibility standards, while new public bathrooms incorporated inclusive and accessible facilities.	included in our long-term financial plan
	5. Continue to improve access to information about our facilities and open spaces to assist people with disability.	Ongoing	We improved accessibility information on our online accessibility map for libraries and community centres and updated parks and playgrounds data. Map information is maintained through monthly updates based on changes to source data. Work also progressed on the Sydney Town Hall Access Key and Lunar Spectacular Social Story. Both documents are undergoing accessibility remediation in readiness for publication.	Accessibility map data was updated based on changes to source data. Accessible library and community centre features were added. 4,133 views were recorded for the accessibility map, averaging 11.35 views per day. Work is progressing to improve the accuracy of the accessibility map and access information on the City's website
	6. Advocate to other government agencies and landowners to provide more accessible adult change facilities and investigate opportunities to install these in the City of Sydney area.	Ongoing	Opportunities for accessible adult change facilities remain subject to consideration through future redevelopment works.	Adult change facilities are under consideration for future redevelopment works

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
	7. Explore opportunities to provide designated quiet spaces and quiet times, places for sensory seeking and places for respite in City of Sydney facilities, including parks and playgrounds.	Ongoing	We researched and documented approaches to designing quiet spaces for people with disability to inform future planning and implementation. Information about quiet spaces and sensory-seeking play equipment was also added to our website. Quiet spaces were provided at Sydney Christmas events, in Pirrama Park on New Year's Eve and at Sydney Lunar Streets, with trained staff supporting these spaces during the events. Work also began to define and identify quiet spaces in parks. Our facilities teams developed approaches for incorporating quiet and sensory spaces into community facilities and assessed associated risks and operational requirements.	Work is underway to define and identify quiet spaces in parks A qualitative report on accessibility and benefits for people with disability: is in progress
	8. Provide charging points for mobility devices in some of our facilities.	Ongoing	We continued monitoring the mobility-device charging pilot program to assess its use and effectiveness and identify opportunities for future charging points in community facilities.	Work is underway to define and identify potential charging points
	9. Continue to explore and implement strategies to increase access to on-street and off-street accessible parking and drop-off points in the City of Sydney area.	Ongoing	We began analysing kerbside use in key precincts to understand demand for pick-up and drop-off spaces, including those used by people with disability. The findings will help identify where more parking, kerb ramps or other accessibility improvements may be needed.	15 new disability parking spaces installed

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
Accessible City of Sydney community facilities and venues provide the foundation of inclusive participation.	10. Where they're not already in place, identify and install the most appropriate hearing augmentation systems to be used across our facilities and venues	Ongoing	We installed hearing augmentation systems in the new Huntley Street Recreation Centre, Harold Park Community Hall, Ultimo Community Centre's seminar room 1, Darlington Activity Centre, Sydney Park Pavilion and Joseph Sargeant Community Centre's function room. Hearing augmentation requirements were also included in project briefs for new buildings and upgrade works where appropriate.	6 hearing augmentation systems installed
Businesses in the City of Sydney area are more accessible and inclusive to people with disability.	11. Continue to collaborate with local businesses and organisations to build their capacity to be more inclusive and accessible.	Ongoing	We hosted 'Serve anyone: how inclusive communications win more business' on 18 November 2025, in partnership with People with Disability Australia, Zero Barriers and the Australian Human Rights Commission. More than 35 people attended, including representatives from local businesses, community organisations and business chambers. Feedback highlighted the value of the practical advice and networking opportunities provided. We also continued our membership of Zero Barriers during 2025/26.	2 business-inclusion activities were reported: the International Day of People with Disability business breakfast and the Zero Barriers program
More housing in the City of Sydney area is accessible and adaptable. It will meet the needs of people with disability and support people to age in place.	12. Consult with peak bodies and people with disability to provide expert advice on the review of the City of Sydney local housing strategy.	2026–2027	This action is scheduled for implementation in 2026/27 and was not due for reporting in 2025/26.	Not applicable

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
Opportunities for inclusive participation are available at City of Sydney facilities, and people with disability can easily identify opportunities that meet their preferences.	13. Continue to produce a range of inclusive community, learning, sport and recreation programs and major events that ensure equitable access and participation for people with disability. This includes a greater focus on intersectionality and participation by carers.	Ongoing	We continued to provide inclusive community, learning, sport and recreation programs that support equitable access and participation for people with disability. Accessible and inclusive creative programs included 4 Auslan sessions, 20 Art Club (55+) sessions and 29 Maker Time (homeschool) sessions. New booking questions were introduced to better understand people's access requirements, alongside a framework to guide the provision of Auslan interpretation. Increased participation by people attending with carers, the presence of assistance dogs and tailored adjustments for neurodivergent people were also recorded.	53 inclusive and accessible creative programs completed 518 attendees participated in 11 International Day of People with Disability programs and events 1,767 City of Sydney-presented events listed on the What's On website, with at least one accessibility feature and 66 City of Sydney-presented events tagged as disability-inclusive Inclusive programming improvements included new booking questions to identify participant needs, a framework to prioritise Auslan interpretation, participation by carers and assistance dogs, and tailored adjustments for neurodivergent participants

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
	14. Continue to provide programming that empowers people to manage their stressors and social and emotional wellbeing.	Ongoing	We offered a range of programs and events supported social and emotional wellbeing, community connection and healthy lifestyles. Activities included creative art workshops, self-defence, cooking and nutrition workshops, choir groups, IT support for older people, emergency preparedness activities, monthly morning teas, social table tennis, Chinese knotting and crafts, Bingo for Mental Health, and Connect and Flourish self-care taster sessions. The Trans Joy event at Cook + Phillip Park Pool attracted 153 people and included a breathwork workshop, inclusive fitness and aquatic sessions. Other programs included Ukrainian Women's Aqua at Ian Thorpe Aquatic Centre, infant swim sessions run with Ultimo Uniting, Seniors' Aqua run with City West Housing, weekly Trans Tennis in partnership with Tennis NSW and Social Tennis at Rushcutters Bay Park Tennis Centre. A free end-of-year social tennis event and community gathering at the Coronation Centre attracted more than 40 people.	137 events/programs were produced to manage stressors and social and emotional wellbeing
Major events in the City of Sydney area are accessible, inclusive and encourage greater participation of people with disability.	15. Continue to produce and encourage major events in line with the inclusive and accessible event guidelines.	Ongoing	We continued to implement the inclusive and accessible event guidelines across its major events. Sydney Christmas events featured quiet spaces, Auslan interpretation, surtitles, accessible pick-up and drop-off areas,	6 major event programs complied with the inclusive and accessible event guidelines where possible: Sydney Christmas, Sydney New Year's Eve, Sydney Lunar Festival, Art &

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
			accessible maps and visual stories, audio description and trained front-of-house staff. Sydney New Year's Eve included an accessibility working group, live audio description, event information in alternative formats, an accessible map and visual story for Pirrama Park, a quiet space and shuttle service, haptic vests and headphones, accessible viewing areas and dedicated front-of-house support. Sydney Lunar Festival included a quiet space at Lunar Streets, audio description and front-of-house accessibility support. Disability awareness training was provided to 85 temporary and casual staff working across the major events and festivals season.	About, Sydney Streets and capital works launches 85 temporary and casual events staff completed disability awareness training Major event accessibility features included quiet spaces, Auslan interpretation, audio description, alternative format information, accessible pick-up and drop-off, accessible viewing areas, haptic technology and dedicated accessibility support
People with disability have equitable opportunities to participate in cultural life and events in the city.	16. Continue to promote participation of artists with disability and audience members with disability in arts programs through implementation of the cultural strategy.	Ongoing	We continued to promote participation in cultural and creative programs by artists and audiences with disability. Through 55 funded projects, more than 1,600 events were presented with accessibility features such as accessible venues, online and livestreamed events, access and inclusion advice, signing, audio description, Auslan interpretation and inclusive exhibition design.	467 artists with disability were employed 2,628 inclusive and accessible events/programs with accessibility features and accommodations 2,628 programs supporting audience members with disability

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
			Examples included Sydney Festival, which presented work by 15 local and international artists with disability and provided audio description, tactile tours and Auslan interpretation, and Sydney Fringe, which presented work by 276 artists with disability, mainly through its Limitless program.	
The community is empowered to identify, report and respond to violence, abuse, neglect and exploitation of people with disability.	17. Continue to produce programs, training and advocacy for the prevention and response to violence, abuse, neglect and exploitation of people with disability.	Ongoing	We joined the Inner and Eastern Sydney Collaborative for the Prevention of Abuse of Older People and People with Disability and contributed to work aimed at preventing and responding to violence, abuse, neglect and exploitation of people with disability. We completed research into best-practice approaches to trauma-informed and strengths-based capacity building. Further analysis to determine scope and development of resources and a capacity-building plan. Information about reporting abuse and available support services was updated on our program, support and resources for older people webpages. This included details of the NSW Ageing and Disability Commission's phone, email and online reporting channels. We also began identifying gaps and opportunities to strengthen prevention and response efforts. Further work is underway, including collaboration with the Australian Human Rights Commission and other levels of government.	Information about reporting abuse and available support was published on our resources for older people webpage, including the NSW Ageing and Disability Commission's reporting channels 3 programs were offered as part of the Connect Sydney program, attracting 64 attendees One interagency meeting was held (Inner City Domestic and Family Violence interagency)

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
Emergency planning and management, and disaster risk reduction at the City of Sydney is disability inclusive. People with disability are empowered to actively participate in shaping inclusive emergency strategies and disaster preparedness.	18. Develop disaster preparedness and climate adaptation initiatives that empower people with disability to be prepared for and respond to emergencies and disasters.	Ongoing	We progressed disability-inclusive disaster preparedness and climate adaptation work. Projects included cool kits for summer and urban heat management, extreme weather information and guides, participation in the Coastal Management Program and development of a physical hazards mapping tool. We also began planning for person-centred emergency preparedness, including engagement with the University of Sydney to explore opportunities to support residents living in apartments. A review of emergency advice, guides, information and the emergency dashboard also began to better meet the needs of people with disability.	4 climate change/disaster preparedness initiatives undertaken

Focus area 3: Meaningful employment

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
The City of Sydney builds on its organisational capability for disability inclusion.	19. Build the capacity of managers and employees to foster an inclusive workplace through training and induction programs.	Ongoing	We continued to build organisational capability for disability inclusion through induction, training and professional development opportunities for managers and employees. Learning activities included Inclusion (Disability) Awareness eLearning, Hidden Disabilities Sunflower training, neurodiversity training, Easy Read, Access and inclusion – disability training for the major events team, and mental health and psychosocial hazard training. Employees also participated in externally funded training on Auslan, neurodiversity, access auditing and inclusive playgrounds and accessible buildings. LinkedIn Learning courses covered topics including disability, inclusion, psychological safety, inclusive leadership and accessible PDFs.	1,177 managers and employees have completed disability training: disability-related training were recorded across 11 learning items 98% participant satisfaction with Inclusion (Disability) Awareness eLearning module, with an average rating of 4.9 out of 5 from 153 responses
The City of Sydney builds on its organisational capability for disability inclusion, to recruit and	20. Develop a more strategic approach for the City of Sydney to be inclusive of employees with disability, from	Ongoing	We continued to strengthen inclusive employment and recruitment practices for people with disability. This included maintaining Disability Confident Recruiter accreditation, creating identified employment opportunities, providing access to	46 employees (2.3% of the workforce) were reported as employees with disability, noting that it is voluntary for people to disclose.

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
retain more employees with disability.	entry level to leadership.		employment pathways through talent-led recruitment initiatives for people with disability and participating in the Australian Human Rights Commission's Include Ability employer network. We also reviewed the Leadership and Management Development Program, identifying inclusion and accessibility as key priorities for the refreshed program. Work began to improve workforce disability data collection and strengthen the use of inclusive language in employee surveys.	
The City of Sydney builds local capability for disability inclusion.	21. Promote employment, volunteering and development opportunities for people with disability and carers.	Ongoing	We established an internal coordination group to strengthen and promote diverse and inclusive volunteering opportunities, including opportunities for people with disability. The group helped build awareness of the inclusion (disability) action plan among relevant employees, shared knowledge and identified opportunities to better support volunteers and improve data collection on volunteering activity and accessibility. We also continued to engage with disability employment networks and initiatives that support employment and volunteering opportunities for people with disability.	The internal coordination group continues to review practices to make them more inclusive
Build an inclusive workplace culture where employees with disability are valued and respected.	22. Continue to create opportunities to engage employees with disability and allies of people with disability as advocates and champions of change.	Ongoing	We continued to support employee-led disability inclusion through Inclusive City, our employee network for people with disability, and other employee networks. Neurodivergent-led workshops and engagement activities provided lived-experience insights into workplace barriers	As at 30 June 2026, the median length of service for non-casual employees with disability was 4 years, compared with 7 years for the overall workforce

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
			and inclusive management practices. These insights information future manager training, neuro-inclusive initiatives and ongoing workplace improvements.	2 neuroinclusive workshops were facilitated to gather employee insights, including perspectives from neurodivergent employees to inform the development of organisational neurodiversity training content
The City of Sydney's procurement policies and practices improve open employment outcomes for people with disability, and support disability-led businesses in the local area.	23. Strengthen procurement practices by building relationships with disability-led organisations and businesses and promoting their use across the City of Sydney.	2026/27	This action is scheduled for implementation in 2026/27 and was not due for reporting in 2025/26.	Not applicable

Focus area 4: Systems and processes

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
People with disability are informed, consulted and actively participate in Council decision-making processes.	24. Continue to identify and implement strategies, resources and capacity building to inform people with disability about how they can be involved in Council decision making.	Ongoing	We continued to support the participation of people with disability in Council decision-making. The community engagement strategy and community participation plan includes guidance on engaging people with disability, supported by disability-inclusive community engagement guidance and the inclusive and accessible event guidelines. Feedback from the Inclusion (Disability) Advisory Panel on 'A guide to Council decision-making' will inform further improvements in 2026. All consultation webpages and documents met accessibility requirements, and consultation events followed the inclusive and accessible event guidelines. Accessibility support was provided where needed to enable participation.	The webpage 'A guide to Council decision-making' was viewed 795 times by 545 unique users, and the PDF version was downloaded 72 times.

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
	25. Continue to actively engage people with disability in Council decision-making processes including through the Inclusion (Disability) Advisory Panel.	Ongoing	We continued to engage people with disability in Council decision-making through the Inclusion (Disability) Advisory Panel. In 2025/26 the panel met 3 times and provided advice on 7 projects, initiatives and strategies, including implementation of the inclusion (disability) action plan 2025–2029, a guide to decision-making and the role of advisory panels, enhancing the visibility of people with disability in communications through images and stories, review of the grants and sponsorship program, inclusive and accessible public domain guidelines, outdoor dining guidelines and access and inclusion as part of the open space, sport and recreation needs study.	7 projects, initiatives and strategies were considered by the Inclusion (Disability) Advisory Panel during 2025/26.
City information is accessible to people with disability.	26. Continue to provide equal access to our information and services by ensuring our websites and printed materials adhere to our digital and print accessibility policy.	Ongoing	We continued to embed the digital and print accessibility policy and guidelines into day-to-day content creation and approval processes. The policy and guidelines were also promoted through the weekly staff newsletter. Employees completed Easy Read training and specialist training helped strengthen inclusive practices across digital and print communications.	9 employees completed Easy Read training 28 downloads of the digital and print accessibility policy. 43 downloads of the guidelines for inclusive and accessible materials

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
			Accessibility was further embedded through automated alt text for images uploaded to the image library and the use of image descriptions as standard practice across social media content.	Accessibility improvements included embedding the policy and guidelines into content creation and approval processes, automated alt text for images in the image library, and image descriptions as standard practice for social media content
City of Sydney customer service is accessible to people with disability.	27. Investigate opportunities to further improve the customer service experience for people with disability.	Ongoing	We continued to improve the customer service experience for people with disability. Customers could contact us through their preferred channel, including online, by phone, email, mail or in person, with consistent service standards across all channels. Our concierge team supported more complex enquiries and complaints. A phone survey at the end of customer calls also helped gather feedback and identify opportunities for improvement.	Customer service improvements included access across online, phone, email, mail and in-person channels A concierge team supported complex complaints alongside a phone-based customer feedback survey Work began to improve the collection of disability-specific customer feedback and measure customer satisfaction
People with disability are informed of inclusive and accessible City events, programs and services available to them.	28. Develop and produce marketing and communication strategies to raise awareness of our events, programs and	Ongoing	We continued to use targeted communications to raise awareness of events, programs and services among people with disability. Disability-inclusive promotion included social media advertising, email campaigns and information displayed in libraries and community centres. People with disability also	Disability-inclusive marketing included social media advertising and electronic direct mail promoting free events for people with disability, posters and

Outcomes/Objectives	Actions	Timing	Status and progress update	Measures
	services among people with disability.		shared their experiences, perspectives and recommendations through our communications, supported by greater use of disability-inclusive imagery. We continued to strengthen our approach to disability storytelling across communication channels and progressed improvements to the What's On website to better capture and communication event accessibility information.	screens in libraries and community centres, social media content featuring people with disability sharing lived experience and increased use of disability-inclusive imagery across our communications
People with disability are able to access and apply for City of Sydney grants and sponsorships.	29. In consultation with people with disability, review the City of Sydney's grants processes and practices to identify and remove barriers to people with disability applying for grants.	Ongoing	The Inclusion (Disability) Advisory Panel was briefed on proposed reforms to our grants and sponsorship program and invited to provide feedback. The proposed changes were designed to make the program simpler to understand and easier to access.	The approved 2025/26 budget allocation for 21 grant funded projects benefiting people with disability as primary or secondary beneficiaries totalled $178,178 cash funding and $87,674 value-in-kind support.

CITY OF SYDNEY

Attachment E

Green Report
(Annual Environmental Report) 2025/26

Green report



Annual Environmental Report
2025/26

CITY OF SYDNEY

The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area.

Contents

Message from the CEO 3

Year in review 4

- Climate action 9
- Our operations 10

Action for our city 15

Our strata and business programs 20

Waste and materials 23

- Our operations 24
- Action for our city 29

New directions for waste reduction 34

Greening our city 36

- Our operations 37
- Action for our city 40

Resilient Sydney 44

Water stewardship 46

- Our operations 47
- Action for our city 50

Attachment 1: understanding our waste data 54

Attachment 2: strategic actions 55

Attachment 3: memberships 57

Published November 2026

Message from the CEO

As we feel the impacts of climate change, focusing on a more sustainable future for all has never been more important. To date we've made important strides towards our sustainability targets both in our operations and in the local area as well as working with our community to improve city wide sustainability.

This year's Green report updates progress made on the targets in our new Environmental strategy 2025-2030 launched in June and highlights our activities and achievements over 2025/2026. The strategy builds on 20 years of environmental sustainability action and underpins our goal to be a leading environmental performer. The strategy sets new and revised targets to further drive operational and local area outcomes. We also released a new Waste reduction and circular materials strategy setting clear ambitions for us and the community, to work towards a future where nothing is wasted. The targets and actions within the strategy will be reported annually as part of the green report.

We've further increased our operational emissions target to an ambitious 85% reduction. To reach our target, we're accelerating electrification through our net zero buildings plan. Our pools are the biggest users of fossil gas, so we're removing gas heating from our aquatic centres. By removing fossil gas cooktops and other appliances we're pushing hard to reach our target.

Climate change is reducing overall rainfall, and so our operations teams have continued the strong focus on tracking leaks, installing smart monitoring for targeted watering and upgrading alternative water sources in our parks and buildings. With a strong El Nino event predicted for this summer, this work ensures we are not wasting water.

Businesses and residents across our local area are also working hard to reduce emissions and potable water use, progressing our local area net zero target. We can't directly influence individual emissions within our local area, but we can work in partnership to reduce them. We partnered with the NSW Government to build the new Green Square Public School, and I am proud that the project achieved a 5-star Green Star rating for design and build, delivering energy and water efficiency to a gold standard.

I am excited to see our canopy cover and green space area has grown again providing important cooling and respite for our community. Seeing our canopy increase since 2008 shows that our hard work is paying off and more people now have access to public cool, green spaces than ever before.

I am pleased with the achievements and progress that we have made this year, showing what we can achieve by working together.



Monica Barone PSM

Chief Executive Officer

Year in review

Operational highlights

Since our 2006 baseline, operational emissions have fallen significantly, decreasing by 75% from 52,970 to 13,104 tonnes CO_2e in 2025/26. This year there was a small increase to the previous year's emissions, primarily due to a slight increase in gas use in some aquatic centres ahead of electrification. However, we are still on track to meet our emissions reduction target of 85% by 2030 through ongoing electrification of our fleet, reducing fossil gas use, and by the ongoing investment of 100% renewable electricity.

In 2025/26 a further three gas accounts were closed, Andrew (Boy) Charlton Pool transitioned to electric heat pumps, and gas cooking appliances were replaced with induction systems at four properties. Solar battery power stations were introduced at major events, replacing diesel generators, reducing emissions and operational impacts.

The transition to an all-electric fleet progressed, with 26% of the overall operational fleet now fully electric. Additional charging infrastructure was installed across operational sites, and staff travelled more than 9,000 km by e-bikes.

Waste reduction and circular economy initiatives continued to deliver strong results. Operational activities achieved a 91% landfill diversion rate, while construction and demolition work reached a 97% resource recovery rate. Recycled and reclaimed materials were increasingly used in infrastructure projects, including more than 1,035 tonnes of reclaimed asphalt pavement and 281 tonnes of recycled crushed glass in road renewals. Reuse initiatives recovered materials from vacant buildings, and Sydney Town Hall's bottle crushing system recycled almost 2 tonnes of glass.

We expanded and enhanced our green spaces and biodiversity by planting 762 street trees, 402 park trees and almost 80,000 additional plants in parks and street gardens. Park renewal projects delivered upgraded landscaping, recreation facilities and community amenities.

Our operational water consumption increased to 438 megalitres, 2% above the 2006 baseline, largely due to our discovery of underground leaks in Hyde Park that have since been repaired. Smart metering has improved leak detection and will help avoid future losses. Recycled water supplied 42 megalitres for irrigation, meeting around 20% of overall irrigation demand in our parks, while upgrades to rainwater infrastructure, smart irrigation systems and alternative water connections have strengthened long-term water resilience.

Local area highlights

We continued implementing community-wide climate action through our partnerships, new planning controls, advocacy and targeted programs aimed at achieving local area net zero emissions by 2035. Local area carbon emissions are 48% below 2006 levels despite ongoing economic growth and we're on track to meet our target of 70% emissions reduction by 2030.

The second stage of our net zero planning controls for non-residential developments require base building operations to now use renewable electricity. Residential developments have commenced the transition to all-electric developments, with new homes required to be built without indoor fossil fuel gas appliances from January 2026.

Flagship sustainability programs continued to support emissions reductions. The Smart Green Apartments and Green Building Grants have assisted 353 apartment buildings to date to improve sustainability and reduce operating costs. Better Buildings Partnership members now purchase 96% renewable electricity and have significantly improved emissions, energy and water performance.

Our advocacy efforts focused on stronger building performance standards, improving minimum energy standards for rental properties, electrification incentives, renewable energy expansion and a fair energy transition.

Zero emissions transport remained a priority. New cycling infrastructure delivered record use, with the Oxford Street cycleway reaching nearly one million trips within its first year. Continued investment in walking, cycling and public spaces supported low-carbon transport choices across the city. Efforts to influence NSW Government agencies focussed on achieving the vision of a city for walking, cycling and public transport.

The Waste Reduction and Circular Materials Strategy 2025–2035, adopted by Council in February 2026, updated our framework to reduce waste, improve recycling and strengthen the use of circular materials. Residential waste services diverted 48% of collected waste from landfill, supported by recycling events, pop-up services and doorstep collection programs. Education and engagement initiatives promoted waste avoidance, repair and reuse, while grants, partnerships and training supported circular economy innovation.

Bush restoration and habitat enhancement programs improved ecosystem health through weed management, native planting and biodiversity conservation activities. Community participation remains central to greening efforts, with volunteers contributing thousands of hours through Sydney City Farm, community gardens and Bushcare programs. Native plant giveaways, community planting events, education programs and biodiversity monitoring further supported urban greening and habitat restoration.

Our growing population and changes in climate mean we need to actively manage water in our local area for long term resilience. In 2025/26, local area potable water use increased overall - while residential water consumption per capita decreased, non-residential water intensity per square meter of floorspace increased slightly. The Green Square recycled water scheme expanded to service new residential buildings and the expanded Gunyama Park, increasing access to recycled water for hundreds of additional homes, and public open spaces while reducing demand on Sydney's drinking water supplies.

Waterway health improvements continued through stormwater treatment and capture infrastructure, preventing 330 tonnes of rubbish and sediment from entering local waterways.

Operational targets

Target (by 2030)	Latest result
Carbon	
85% **reduction in emissions** from 2006 baseline	75% **reduction against baseline** (June 2026)
All light commercial and passenger vehicles 100% electric by 2030. 20% reduction in fleet emissions by 2030 from FY 2023 baseline	4% **reduction against baseline** (June 2026) Target achieved
	49% of light commercial and passenger vehicles are electric
30% **reduction in energy use** by 2030 from a FY 2023 baseline	12% **reduction against baseline** (June 2026)
Water	
zero increase **in potable water use** yearly until 2030 from 2006 baseline.	2% **increase against baseline** (June 2026)
Waste	
90% **diversion from landfill**, with 50% source separated **recycling**, from our managed properties by end of June 2030	91% **diverted from landfill** (June 2026) Target achieved
	49% **source separated recycling** (June 2026)
20% **reduction in total waste** generated from our managed **properties** by end of June 2030, from 2019 baseline	9% **increase in total waste generated against baseline** (June 2026)
90% **resource recovery** of **construction** and **demolition waste** generated and managed by our operations by end June 2030	89% **recovery** of **construction** and **demolition waste** (June 2026)
60% **resource recovery** of waste from **our parks, streets** and **public places** by the end of June 2030	58% **resource recovery** from **our parks, streets** and **other public places** (June 2026)

Local area targets

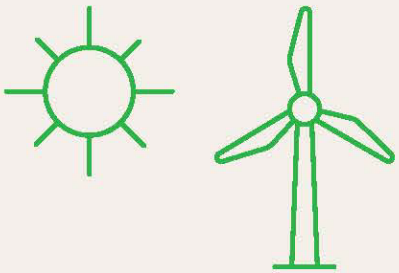
Target (by 2030)	Latest result

Carbon

70% **reduction in emissions generation** from a 2006 baseline

48% **reduction against baseline** (June 2025)

net zero emissions by **2035**



Water





Reduce residential **potable water use to** per person per day **170 litres**

191 litres per person per day (June 2025)

10% **reduction in non-residential potable water use** per m^2 from a 2019 baseline

16% **reduction against baseline** (June 2025) Target achieved

23% **reduction in total suspended solids** from a 2006 baseline

Gross pollutants reduced by **22%**

37% **reduction in gross pollutants** from a 2006 baseline

Total suspended solids reduced by **16%**

12% **reduction in total phosphorus** from a 2006 baseline

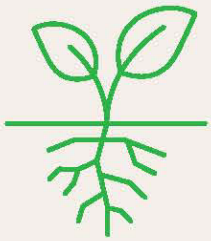
Total phosphorous reduced by **9%**

5% **reduction in total nitrogen** from a 2006 baseline

Total nitrogen reduced by **5%**

Local area targets continued

Target	Latest result



Greening

Increase overall **green cover to** 40% across the local area, including **27% tree canopy by 2050**

33.6% green cover (2026)

21.7% canopy (2026)



Waste



80% diversion from landfill of **residential waste,** with 35% as source-separated recycling by 2030

Diversion from landfill 48% (June 2026)

Source separated recycling 31% (June 2026)

10% reduction in total **residential waste generation** per capita by 2030 from a June 2023 baseline

13% **per capita reduction in waste since 2023** (June 2026) Target achieved

80% resource recovery of **commercial and industrial waste**, with an overall **10% reduction in total waste generation** by 2030 from a June 2019 baseline

55% **diversion from landfill** (estimate, 2026)

Climate action



Climate change affects all of us. Bold **action** in this critical decade will help to avoid its worst impacts.

We continue to lead with **ambitious** targets and **decisive** action to meet them.

Our operations

The impacts of climate change are already being felt globally. To mitigate against the worst of these changes, we need to keep carbon emissions as low as possible. This is why we've set an ambitious target to reduce our operational carbon emissions. To reach this target, we're electrifying our buildings, fleet and equipment, managing our waste and purchasing 100% renewable electricity.

Our results

Since our 2006 baseline, operational emissions have fallen significantly, decreasing by 75% from 52,970 to 13,104 tonnes CO_2e in 2025/26. There has been a small increase in total emissions since the previous year caused by a short-term increase in gas use due to the different operating needs of each of our aquatic centres. As we continue to replace gas-powered systems with electric alternatives, we expect gas consumption to reduce over time. These upgrades will help us achieve our goal of eliminating fossil gas use across the portfolio by 2030.

The City of Sydney became the first government authority to achieve carbon neutral certification from the Australian Government in 2011. To maintain this certification, we prioritise minimising emissions through our activities as much as possible with any remaining emissions managed through the purchase of high integrity carbon credits. Since the 2019/20 certification year we have purchased an increasing share of high-quality Australian carbon credits supporting Aboriginal and Torres Strait Islander fire and land management projects.

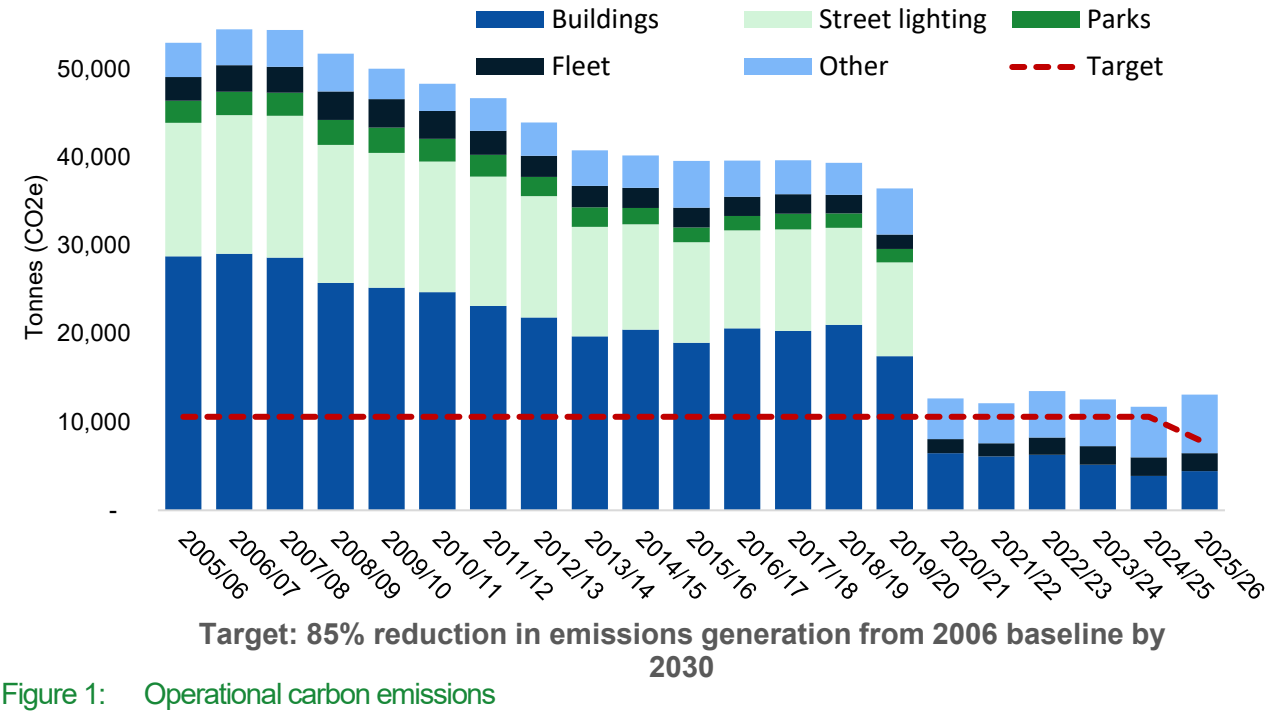
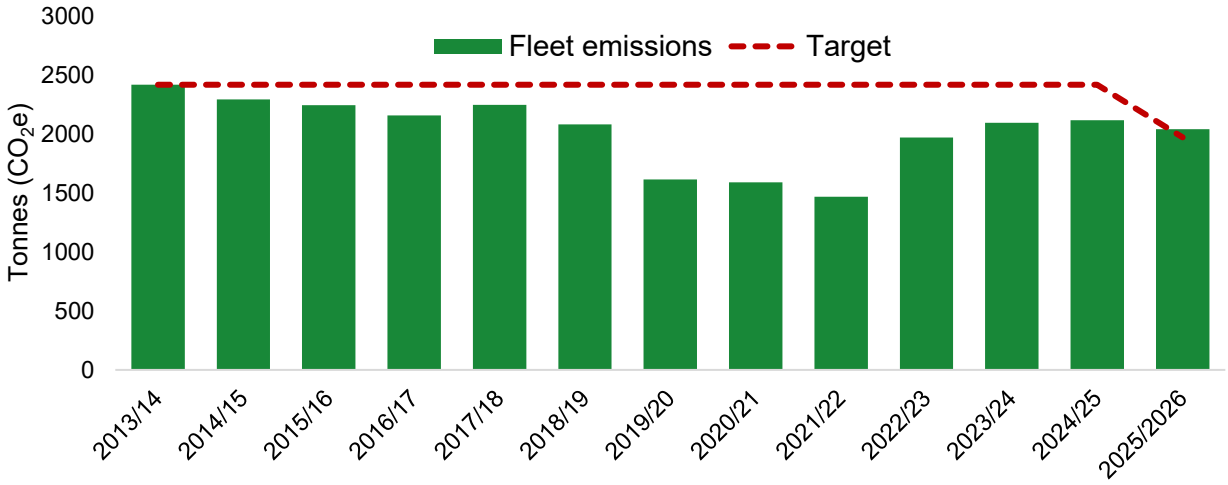


Figure 1: Operational carbon emissions

Fleet emissions

Emissions from our vehicle fleet reduced from the previous year to 2,040 tCO2e which is 4% above our 2023 baseline. Fleet emissions have increased since 2023 due to an increase in the services we provide to the community and changes to the federal government emissions factors for diesel and petrol.



New target: 20% reduction in fleet emissions by 2030 from FY2023 baseline by 2030

Figure 2: Operational fleet emissions

Fleet emissions are expected to decline as we continue to invest in more electric vehicles across our operations. Today, 49% of our light and commercial vehicles are fully electric, or 26% of our total fleet. To complement our road registered electric fleet, we continue to increase the use of electric bikes, with more than 9,040km travelled in the year.

Working towards our emissions targets

Our goal in the Environmental strategy 2021-2025 was to reduce emissions by 80% from 2006 levels by 2025. We've reset our ambition in the new Environmental strategy 2025-2030 with an operational emissions target of 85% reduction from 2006 levels by 2030. We have also committed to a new target to eliminate the use of fossil gas in our properties.

We're focused on meeting these targets by electrifying our properties, fleet, plant and equipment. Where available, we'll use refrigerants with a lower climate impact in our heating and cooling systems, and all our new buildings will be fully electric with no new fossil fuel connections. Actions to reduce emissions from our waste are detailed in the waste and materials section.

We have allocated funds in the long-term financial plan to our net zero buildings goal. This year in our properties we changed 2 gas hot water systems to heat pumps and electric units, upgraded 10 lighting systems to LEDs and replaced 10 air conditioning systems with refrigerants that have a lower climate impact. As we complete building electrification projects, we disconnect the gas supply. This year, 3 gas accounts were closed across the portfolio.

Our electric fleet vehicles are charged at our facilities between shifts or overnight. This year a further 15 electric vehicle charge points were installed across 4 operational sites to support this transition. Viable electric heavy vehicle options are starting to emerge. We've also focused on

shifting our light vehicle passenger fleet to fully electric, replacing hybrid vehicles as they come to the end of their lifecycle.

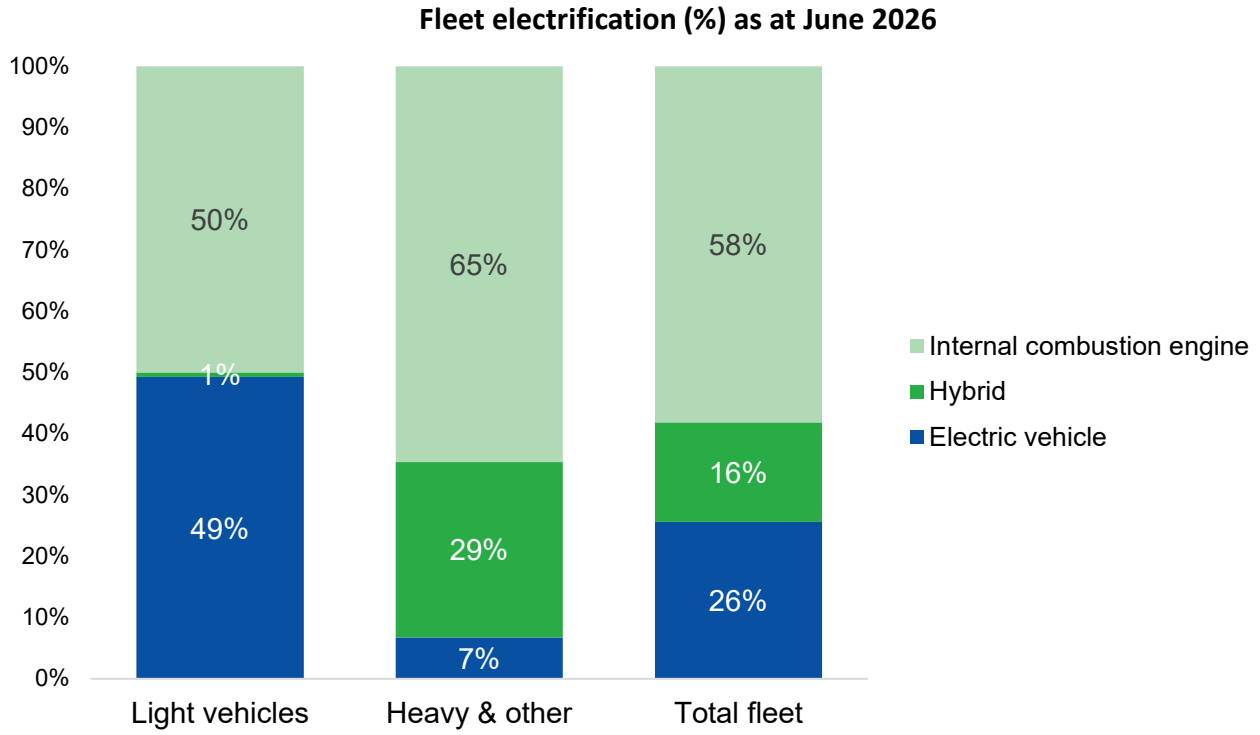


Figure 3: Fleet electrification as of May 2026

Our new Environmental strategy includes a new target to improve our energy efficiency by 30% by 2030. While we are powered by 100% renewable electricity, we also have a responsibility to use less energy and reduce demands on the grid. We do this by replacing our assets with the most energy efficient ones available as they reach the end of their lifecycle and through our electrification work which is much more efficient than burning gas and fuel.

While our long-term agreement to purchase 100% renewable electricity contributed to environmental savings, it also protected us from electricity price increases. We saved $8 million in the first 6 years.

How we do it

Measure and report

By monitoring our energy use, we identify ways to cut consumption and lower emissions.

Each year we prepare a detailed emissions inventory and verify it independently to ensure accuracy. Our emissions and activities are reported yearly in Climate Active public disclosure statements and in this report.

Avoid and reduce

We achieve energy and emissions savings in our buildings, plant and equipment, and public lighting through efficiency upgrades and electrification.

We're focusing on lowering the use of carbon intensive materials in our roads and buildings. We also prioritise renovating and reusing structures where we can rather than demolishing them. Through our asset-design processes, we consider ways to reduce the amount of concrete we use, choosing low carbon options where available. We continue to include recycled content in our asphalt.

Renewable energy

More than 2 MW of solar photovoltaic capacity has been installed in our buildings over the past decade, with these systems continuing to operate and contribute to renewable energy

generation across our property portfolio. We purchase 100% renewable electricity through a power purchase agreement.

Reducing travel-related emissions

Our travel policy requires employees to prioritise walking, cycling and public transport

for work trips. Employees use our fleet of e-bikes, e-cargo bikes and pedal bikes at Town Hall House and Alexandra Canal Depot. We offer training to build confidence and improve safety.

Our electric and more efficient heavy vehicles help us use less fossil fuels like petrol and diesel.

Offsets

We offset unavoidable emissions, by purchasing carbon credits from quality Australian and international projects. These projects support regional land, cultural and social efforts, regenerating ecosystems and support biodiversity.

Phasing out gas at our pools and properties

In our Environmental strategy 2025-2030, we've introduced a new target to eliminate all fossil gas in our operations. The biggest users of fossil gas in our operations are water heaters for our pools.

Following last year's successful project at Victoria Park Pool, this year we replaced the gas pool heating and hot water systems with efficient electric heat pumps at Andrew (Boy) Charlton Pool. This electrification work was delivered with support from the Australian Government.

The project coincided with a major renewal, including retiling and waterproofing both 50m and 20m outdoors pools, repairing concrete and steel structures, and installing new decking, shade sails and a lift

Efficient heat pumps will be introduced at our remaining 4 aquatic centres as we progress towards full electrification of our operations by 2030.

Removing gas appliances from our kitchens is also an important step to achieving no fossil gas use across our operations by 2030. In line with our pledge to the Global Cooksafe Coalition, an international push to eliminate gas cooking, we have committed to retrofitting our cooking facilities



Refurbished Andrew (Boy) Charlton Pool reopens for spring swimmers. Image: Will Jones

to electric. This year gas stovetops were replaced with induction units at Sydney Town Hall, Erskineville Town Hall, Redfern Town Hall and Rushcutters Bay Kiosk.

Renewable electricity at our major events

Solar battery power stations were introduced to our major events and festivals in 2025. These power stations replace diesel generators and other non-renewable sources previously used across Sydney Christmas, Sydney New Year's Eve, Sydney Lunar Festival, Art & About, Sydney Streets and capital works events.

The new power stations each comprise 4 battery cells recharged by 2 portable solar panels, or by using the existing solar system located at our Creative City Depot, near Perry Park.

The batteries are more environmentally sustainable and quieter than generators and significantly reduce risks including handling combustible liquids during refuelling and keeping people safe from fumes.

Crown Street low carbon trial

The materials used in our streets, parks and buildings emit carbon emissions during material extraction and manufacture, so we seek to test, less carbon intensive products as they become available.

The Crown Street public domain upgrade provided an opportunity to test how lower carbon concrete stood up to the needs of an inner-city project.

Nearly 2,500 cubic metres of low-embodied carbon concrete were used in the project, achieving an estimated 306-tonne reduction in CO_2 emissions compared with standard mixes.

The trial sought to understand if the adjusted mix would affect workability or performance. It confirmed the material's slightly faster set time didn't compromise engineering performance and is suitable for use on roads and footpaths.

Low carbon concrete is now in our technical specifications as a standard material for civil works, ensuring emissions reductions for future infrastructure projects and strengthening our long-term sustainability commitments.



Low carbon concrete being poured at Crown Street. Image: Sydney Civil

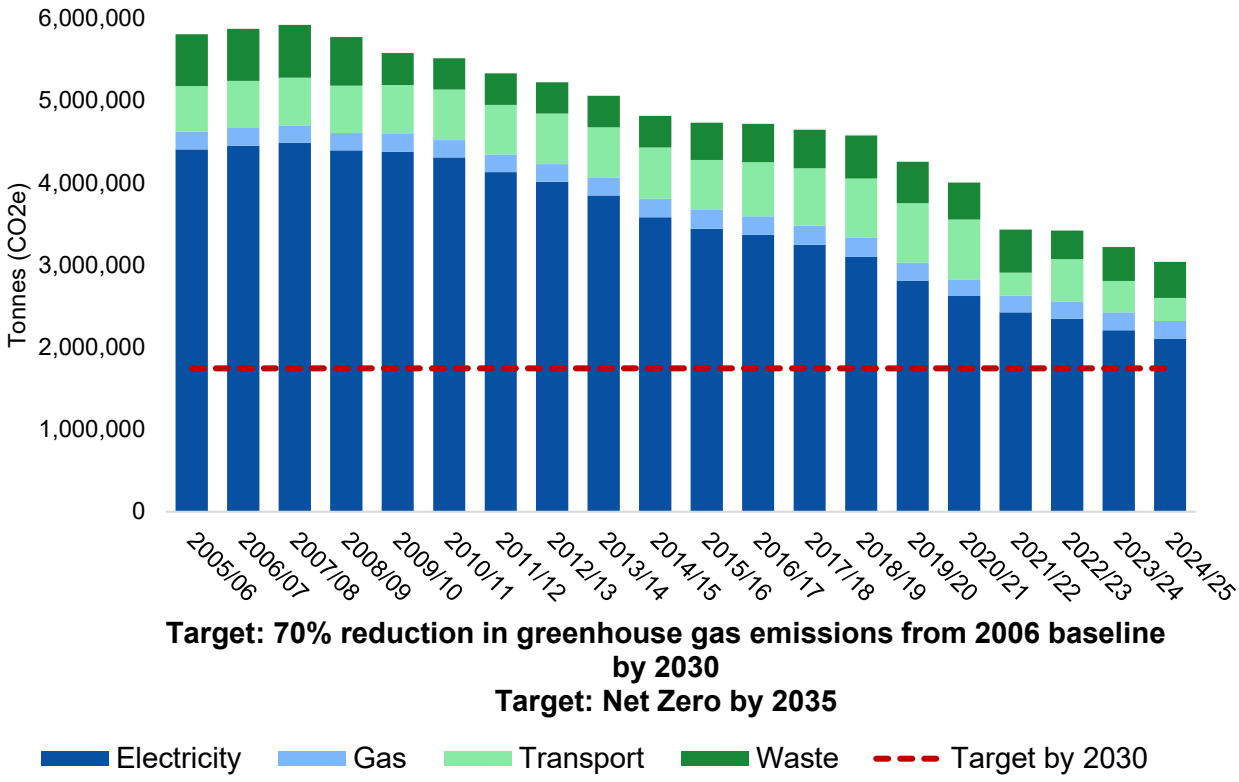
Action for our city

While we can't tackle the climate crisis alone, we can lead and encourage others to do the same. This is why we set a net zero target for the local area.

Our programs, grants and partnerships support building owners, residents and businesses to improve energy efficiency and switch to renewable energy. We support and campaign for zero emissions transport, buildings and energy supplies. In our local area, we encourage the use of transport with no or reduced emissions.

Our results

Carbon emissions for our local area have decreased year on year. In June 2025 they were 48% below 2006 levels. This is despite gross regional product, a measure of local economic activity, growing by 86%[1] from 2006 to 2026.



[1] economy.id.com.au/sydney/gross-regional-product

How we do it

Measure

We use the greenhouse gas protocol to measure the emissions for our local area.

Flagship programs

Our targeted programs enabled our communities to reduce their carbon emissions. Flagship programs include the Better Buildings Partnership, Sustainable Destination Partnership, CitySwitch and Smart Green Apartments.

Food waste collection

Reducing the amount of food waste being sent to landfill not only helps manage waste, it also cuts carbon emissions by preventing food from turning into methane.

External factors

The electricity grid is rapidly greening. The NSW grid was 37.6% renewable in the year to June 2026, up from 35.5% the previous year.

Planning requirements

Our development controls and associated guidelines help improve energy efficiency, reduce greenhouse gas emissions and promote renewable energy power sources in new buildings and major redevelopment.

Support for green tech

We support the Greenhouse Climate Tech Hub, a climate action innovation space, through a rental subsidy with a multi-year accommodation grant. The hub provides coworking areas, meeting rooms and event spaces to more than 850 innovators driving climate action, fostering a dynamic environment for collaboration. The hub also runs year-round climate-themed events.

Green Square primary school gets green stars

In partnership with the City of Sydney, the NSW Government built the new Green Square Public School and Community Spaces at the old Royal South Sydney Hospital site on Joynton Avenue, Zetland.

The new integrated facility provides fit-for-purpose learning spaces, shared spaces available for public use after school, outside school hours care (OSHC) and vacation care times, and 2 dedicated spaces for hire 7 days a week to serve a student population of 600. The shared spaces include 2 large multipurpose spaces, ground level open-air courts and a courtyard.

Specific sustainability objectives were an important part of the design brief for this project. Sustainability was to be integrated into the building, including planning and spatial organisation, materials selection, mechanical and electrical systems, landscape systems and planning, walking and bicycle-friendly links to the surrounding streets.

The building had to:

- generate renewable energy onsite to the maximum reasonable extent
- connect to the Green Square solar ‘private-wire’ electricity distribution network
- connect to the Green Square recycled water network for non-potable uses
- achieve a Greenstar rating of 5 stars, with at least 75% of available credit points in the energy and water categories.

All sustainability requirements were achieved with 128kW produced from the rooftop solar panels and the recent award of a 5-star Greenstar Design & As Built rating.

Passive design elements, shaping the building to naturally manage light, heat and airflow, were incorporated into the design to help with temperature and environmental comfort, and reduce

energy use. This includes internal spaces arranged to consider access to daylight, visual comfort and acoustic levels.

Rooftop solar panels not only provide renewable electricity to the school, they also provide shade to the rooftop play areas, while the brick screen to the facade provides shade and allows for breezes and natural light.

In a very urban setting, greenery is included on each level for improved air quality and heat island relief.



Front of Green Square Public School and community spaces. Image: Abril Felman.

Planning future-fit buildings

All-electric development requirements

On 1 January 2026, new planning controls in the Sydney Development Control Plan 2012 came into effect as part of a transition to all-electric buildings. They require new homes to be designed without indoor fossil fuel gas appliances.

These controls improve indoor air quality and support healthier living environments by eliminating exposure to combustion-related pollutants associated with gas cooking and space heating.

All-electric buildings are more energy efficient, healthier and cheaper to operate over the long term. Designing buildings without a fossil fuel gas connection also avoids the need for costly future retrofitting as Australia transitions to cleaner energy sources.

Phase 2 starts on 1 January 2027 to also include new larger office, hotel and serviced apartment developments. They'll be required to be designed without a connection to the fossil fuel gas network. Affected developments will also need to provide sufficient space and electrical capacity to support all-electric cooking, heating and hot water systems.

Net zero planning controls

On 1 January 2026, the new stage of our net zero planning controls came into force. This increases the minimum energy efficiency standards required for new hotels and shopping centres. It also requires all new major non-

residential development, including large offices, hotels and shopping centres, to power their base building electricity requirements from 100% renewable sources, for at least 5 years from occupation.

Going places on our new cycleways

In July 2025, we opened what quickly became our busiest cycleway, on Oxford Street, connecting existing cycleways on Bourke, College and Castlereagh streets. Providing this safe, zero emission transport connection between the city centre and Taylor Square has improved access attracted, without impacting trade to businesses and maintaining existing parking arrangements. Even in winter, there were up to 4,000 bike trips per day. On 2 July 2026, Oxford Street cycleway counted 1 million bike trips.

New connections including Oxford Street cycleway, a link between College and King Street cycleways, and one near Waterloo Metro station, have improved bike network connectivity. Along with easy access to share bikes, this is making cycling a convenient option for more trips. These factors, plus high petrol prices and the cost of living, have pushed bike counts to their highest yet, with a 20% increase from March 2025 to March 2026, and the number of trips continued to climb even after daylight savings ended.



Oxford Street cycleway. Image: Nick Langley

Oxford Street cycleway. Image: Nick Langley

Influencing for change

Transport

During the year, we continued to advocate for state transport policy and regulatory reform that supports sustainable, accessible and liveable communities. This included contributing to the NSW Government's review of the *Roads Act 1993*, advocating for the Act to recognise streets as places that support walking, cycling, urban greening, outdoor dining and community life.

We responded to the NSW Government's proposed reforms to bike sharing schemes, supporting stronger regulatory frameworks that enable well-managed share bike services while protecting walking safety and accessibility. Our work focused on improving operator accountability, reducing local impacts and providing greater certainty for communities, users and councils, along with providing dedicated bike parking to reduce footpath clutter.

We contributed to the development of the NSW walking strategy, advocating for dedicated funding, resources and a whole-of-government approach.

Climate action

We advocated to federal and state governments for environmentally, economically, and socially just policies and programs.

Our submissions included support for community batteries to store excess local renewable energy so it can be shared with community who can’t access or install rooftop solar. We also advocated for improved strata laws and environmental performance standards and several submissions for data centres.

We also supported minimum rental standards, incentives for electrification, and safe and equitable decommissioning of the gas network, with targeted support for people who are renting, live in apartments or on low incomes.

Environmentally responsible investment

In 2025/26, we strengthened our sustainable investments with $135 million in green tailored deposits and $45 million in social tailored deposits. These investments are linked to climate and social outcomes and align with recognised sustainability frameworks, including internationally recognised benchmarks Climate Bonds Standard, ICMA Social Bond Principles and Westpac Sustainable Finance Framework.

Our investment policy outlines how we’ll continue to prioritise investments in environmentally and socially responsible products.

We don’t directly or knowingly invest in activities that could negatively impact people, planet or country.

Our strata and business programs

To improve the sustainability of our local area, we support strata communities and encourage commercial building owners and tenants, and accommodation, entertainment and cultural venues improve their environmental performance. Together, we collaborate to achieve our environmental targets and move towards net zero by 2035.

Program results

Smart Green Apartments and Green Building Grants

Since 2016, we've supported 353 apartment buildings with sustainability assessments through Smart Green Apartments and Green Building Grants.

Participating owners corporations have collectively:

- saved $19.7 million in running costs
- avoided 111,678 tonnes of greenhouse gas emissions
- invested in more than $7.3 million in upgrades.

Better Buildings Partnership

The partnership captures 47% of commercial office space and 81 buildings in our local area.

Since 2006, program partners have collectively reduced:

- emissions intensity (emissions by square metre of floor space) by 97%
- energy intensity by 56%
- water use intensity by 55%.

Partners are buying 96% of base building electricity from renewable sources.

View the Better Building Partnership annual report.

Sustainable Destination Partnership

The program's 33 partners operate 66 buildings, representing half the hotel rooms in our local area.

Since 2018, program partners have collectively:

- reduced emissions by 42%
- cut potable water use by 15%
- achieved 62% waste diversion from landfill
- purchased 13% renewable electricity.

Read the Sustainable Destination Partnership annual report.

CitySwitch Sydney

The program currently provides tailored decarbonisation support to 71 businesses, representing 102 tenancies in our local area

Collective 2025/26 results for tenancies in the Sydney program indicate average electricity intensity is 30 kWh per square metre. Also, 64% have switched to purchasing renewable electricity

See the CitySwitch program annual report.

Supporting a sustainable destination

The Sustainable Destination Partnership brings together organisations across Sydney's visitor economy to reduce emissions, cut water and waste, and shift towards renewable energy.

Partners continued to meet and use the practical resources developed through the partnership to support ongoing sustainability improvements in their own operations.

This work contributed to Sydney achieving its second-highest score yet in the Global Destination Sustainability Index, 78.56 out of 100, ranking 25th among more than 100 destinations.

ICC Sydney cuts food waste with data and innovation

International Convention Centre Sydney (ICC Sydney) is a world-class events destination set within one of the city centre's most lively cultural and technology precincts. It embedded sustainability into its operations through a strong focus on reducing food waste and supporting a circular economy. Recognising the significant environmental impact of food waste, ICC Sydney partnered with End Food Waste Australia to measure and better understand waste across its catering operations.

By analysing waste generated while preparing and serving food, ICC Sydney identified opportunities to improve meals, optimise portion sizes and enhance event planning. The venue has also invested in technologies such as BinTracker and AI-powered Winnow systems, using real-time data to drive continuous improvement and empower staff to make informed decisions. Strong leadership and internal education campaigns have built a culture where every team member contributes to reducing waste.

This organisation-wide approach has achieved environmental and social benefits. ICC Sydney aims to divert 75% of waste from landfill each year and has donated more than 34.6 tonnes of safe, unserved food to community organisations such as the Matthew Talbot Hostel since 2016.

ICC Sydney's experience demonstrates how measuring food waste can drive meaningful action, reduce environmental impacts while creating positive outcomes for local communities.



Image: International Convention Centre, Sydney

Improving sustainability in Australian businesses

This year, the Better Buildings Partnership presented webinars and resources focused on green leasing, electrification and circular office fit-outs, helping members build capability and identify opportunities to reduce emissions. CitySwitch continued to support commercial office tenants on their journey to net zero, with focus areas including green leasing, climate resilience and the circular economy in offices.

Airmaster backs sustainable buildings with green leasing

Airmaster, a leading building services provider operating in Australia and New Zealand, is using green leasing, including sustainability commitments directly into lease agreements with landlords, to reduce emissions and improve building performance across its property portfolio. A long-term participant in the CitySwitch program, the company has leveraged emissions tracking and performance data to identify opportunities for environmental improvement.

When securing a new lease for its Scoresby, Victoria headquarters and factory, they negotiated for installation of rooftop solar, upgrades to energy-efficient air-conditioning systems and replacement of high-impact refrigerants.

These improvements meant significant environmental and operational benefits, including a reduction in scope 2 emissions (from purchased electricity) of around 20% in 2024, lower energy use and improved workplace comfort.

By integrating sustainability requirements into its leasing arrangements, Airmaster is demonstrating how collaboration between tenants and landlords can unlock practical emissions reductions and create more sustainable, high-performing buildings.



New solar power installation on Airmaster's warehouse. Image: Rodney Dekker

Waste and materials



We promote **responsible** material management, encouraging reduced consumption, waste minimisation and resource sharing.

Goods and materials used in our city create environmental impacts locally and where they're sourced.

Our operations

We focus on reducing our waste and maximising resource recovery to ensure materials are kept in use and at their highest value for longer. We've set targets to reduce waste, increase recycling and resource recovery, and dramatically divert how much waste goes to landfill.

We're responsible for managing waste and recycling from our buildings, construction projects, and the parks and public spaces we look after.

Our results

We have separate targets for waste from our properties and the public spaces we manage. More control over managing waste in our properties means we have greater recycling opportunities compared to public spaces. The 2 graphs below show these differentiated targets and results. Attachment 1: understanding our waste data explains the terms used to report waste and recycling results.

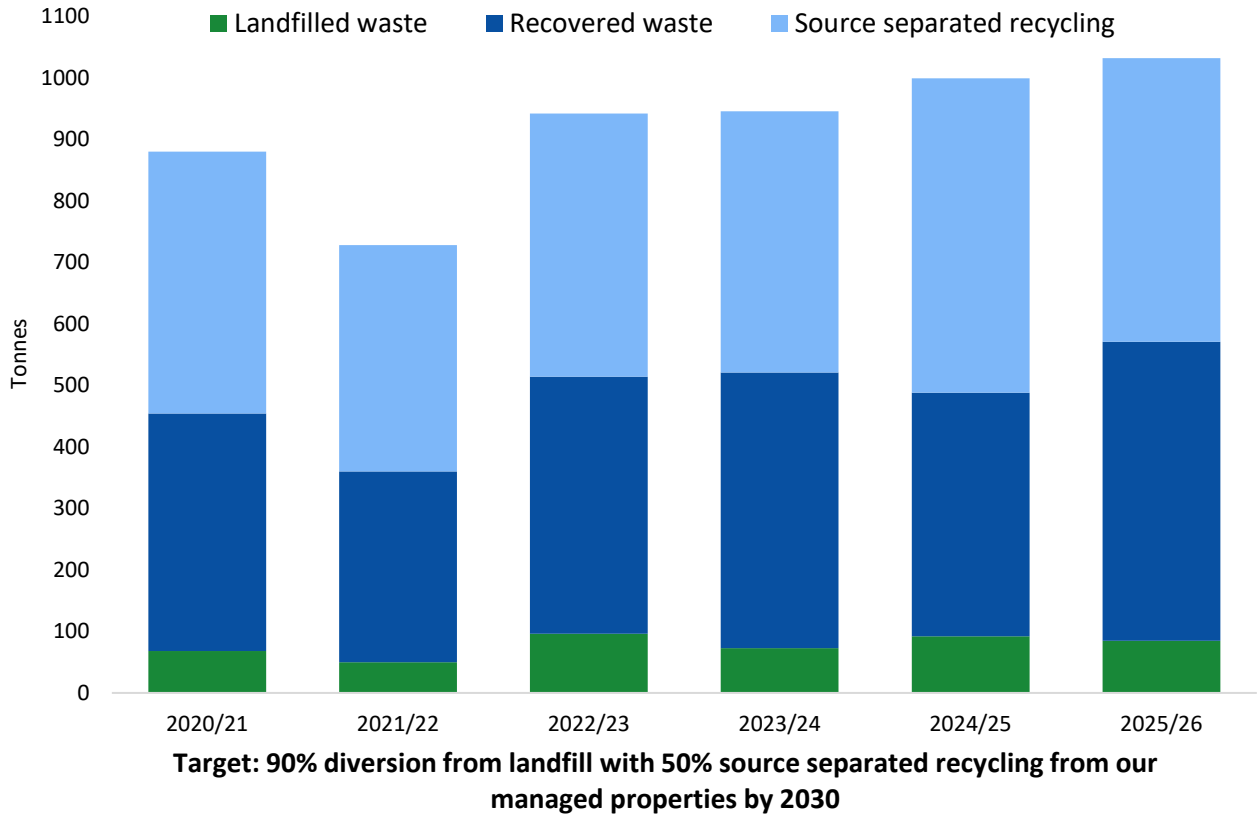


Figure 4: Waste from properties that we manage

Total waste from our properties was 1,032 tonnes in 2025/26, an increase of 9% against our 2019 baseline. This reflects growth in our property portfolio, from 65 properties in 2019 to 76 today, along with a recent increase in building strip-outs and renovations, which generate significantly more unavoidable waste than standard operations.

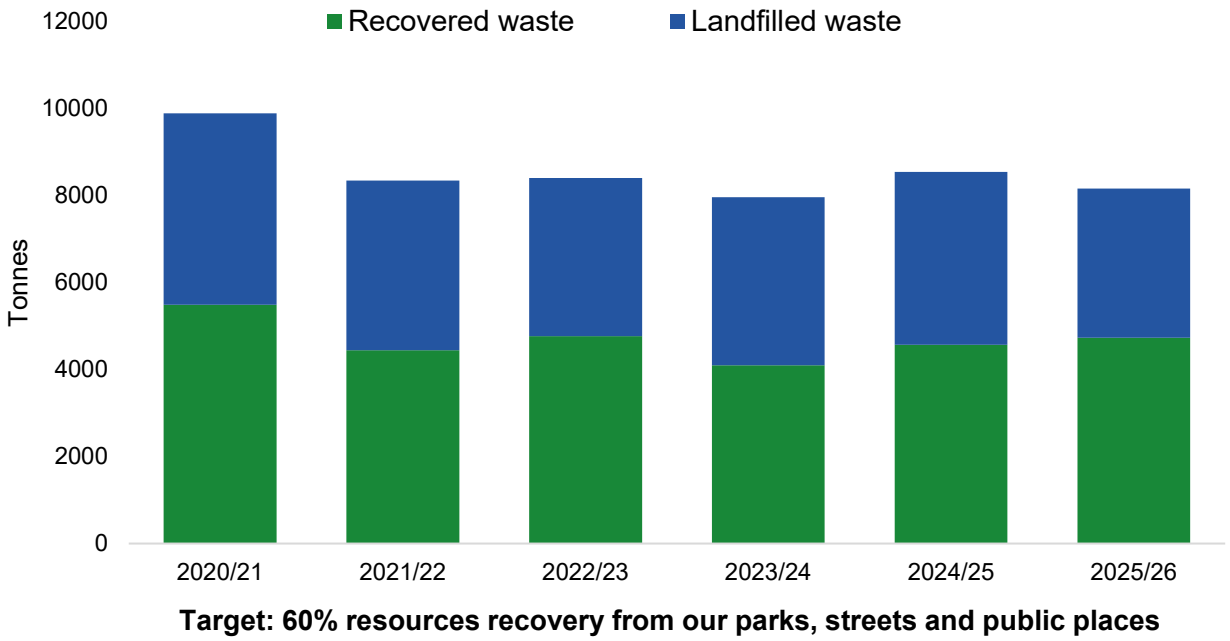


Figure 5: Waste from public spaces that we manage

In 2025/26, 8,154 tonnes of waste came from our parks, streets and public places.

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Landfill diversion rate, City of Sydney properties	92%	93%	90%	92%	91%	92%
Source separated rate, City of Sydney properties	52%	54%	51%	49%	56%	49%
Resource recovery rate, parks, streets and public places	55%	53%	57%	51%	54%	58%

Table 1: Operational waste recovery rates

Construction and demolition waste

In 2025/26, we achieved a 89% resource recovery rate for our construction and demolition waste. This result is split into civil construction (roads and stormwater systems) and building construction. The building construction data was added in 2020/21.

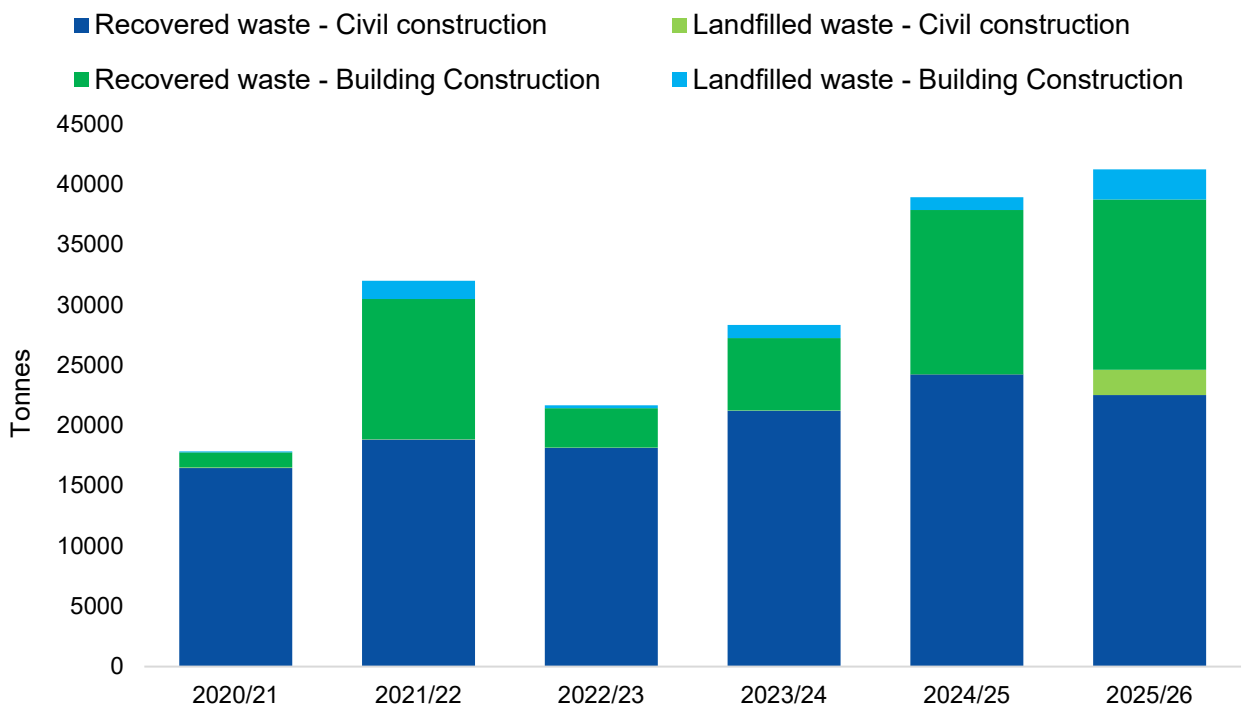


Figure 6: Construction and demolition waste from our operations

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Resource recovery rate, civil construction	99.7%	99.9%	99.9%	99.9%	99.9%	91.5%
Resource recovery rate, building construction	92.8%	88.4%	93.8%	84.7%	92.8%	84.9%

Table 2: Construction and demolition waste recovery rates

How we do it

Measure

We're continually improving our reporting processes for our operational waste. Waste services reports for our properties align with the Better Buildings Partnership guidelines, and our service provider is independently certified under the Good Environmental Choice Australia (GECA) Waste Collection Service Standard. This ensures we have transparency and accountability across our operational waste service.

Avoid and reduce

We aim to avoid creating waste. We support a uniforms recycling program as a permanent service. This year 740kg of garments, shoes, hard hats and safety glasses were recycled or repurposed.

Source separation

Mixed recycling, paper, secure paper and food scraps collections are available in all office locations. Specialised sites also have battery, textile, blister pack, light bulb and metal recycling.

Promote sustainable events

We've developed guidelines to support our employees and communities reduce waste at our own events and those in our venues and outdoor spaces. We also maintain guidelines for single-use items to reduce waste from events and services.

Many pieces in the waste puzzle

There is no silver bullet when it comes to reducing the amount of waste generated during our operations. We use lots of programs to recover, reuse and avoid sending waste to landfill

Recovery in strip-outs

We use strip-out projects to demonstrate how resource recovery can be maximised during building clearances. When we stripped-out one of our properties after the tenant vacated, 87% of materials left behind were removed, successfully rehoming 12.28 tonnes of material. A standout result was the donation of a piano to a local youth centre, while remaining materials were carefully dismantled to recover metals, plastics and other recyclable components.

Making new bottles from old

Following a successful trial, we installed a bottle crushing machine at Sydney Town Hall in November 2025. Since then, 1,980kg of crushed glass has been collected. The crushed glass is recycled into new bottles and jars and is a great project example of supporting a circular economy. The crusher also reduces waste volumes by 80%, significantly freeing up space, saving on collection costs and reducing trucks in the city.

Waste management in our properties

This year, we audited our waste to better understand how we can maximise recycling opportunities across 7 sites, including a childcare centre, community centre, aquatic centre, depot and Town Hall House. Understanding waste across our diverse properties has enabled more targeted waste reduction initiatives and informed staff education, improving awareness of correct waste and recycling practices.

Use of sustainable materials in roads

Using recycled products in road construction is well established, with many road-building materials containing recycled content. This presents an opportunity to further expand the circular use of resources, engage more industry participation and reduce overall dependence on virgin materials.

The benefits of incorporating recycled materials into roads and pavements include:

- diverting waste from landfill and increasing resource recovery
- reducing the demand for virgin aggregates and bitumen
- lowering embodied carbon emissions associated with extracting, processing and transporting raw materials
- supporting local recycling industries

Through this approach, we used 1,035.5 tonnes of reclaimed asphalt pavement **(**RAP) and 281 tonnes of recycled crushed glass (RCG) for road renewals in the 2025/26 financial year.

The use of recycled materials in road renewal works has been successfully implemented on several projects, including Burrows Road in Alexandria, Church Street in Camperdown, and Bligh Street in Sydney.

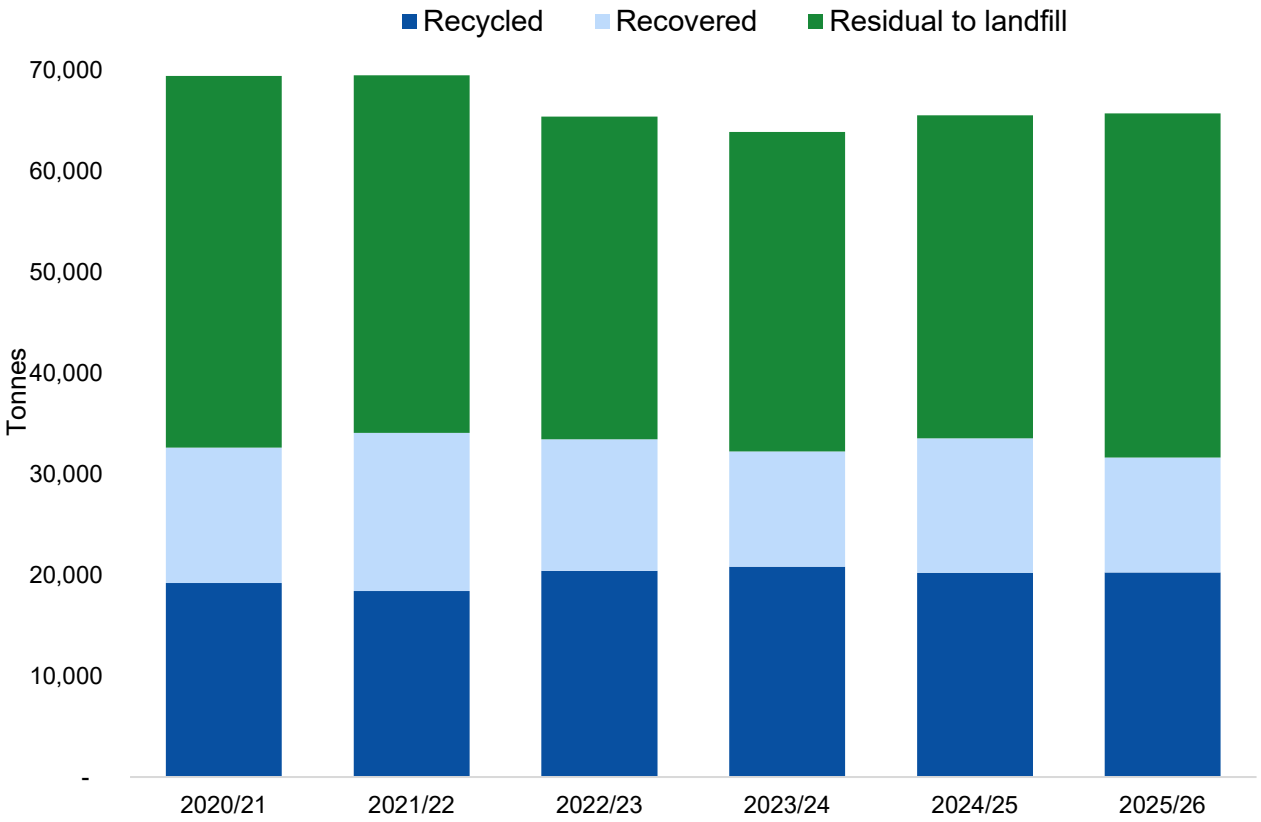
Action for our city

Our long-term, local area waste goals are to reduce waste, recycle as much as possible while retaining a material's highest value and treat what is left over in the most sustainable way.

We can't achieve this alone. We require the support and partnership of industry, government and our communities.

Our results

In 2025/26, the total waste collected from residents was 65,707 tonnes, with 48% (31,627 tonnes) diverted from landfill.



Target: 90% diversion from landfill of residential waste, with 35% as source-separated recycling by 2030

Figure 7: Residential waste generation

Attachment 1: understanding our waste data explains the terms used to report waste and recycling results.

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Landfill diversion rate	47%	49%	51%	50%	51%	48%
Source separated recycling rate	28%	27%	31%	33%	31%	31%

Table 3: Residential recycling and landfill diversion rates

To support our landfill diversion target, we provide services and accept a wide range of materials for recycling, making it easier for residents to keep waste out of the red lid bin.

Our Recycle It Saturday events were attended by 3,747 people who dropped off 79.3 tonnes of materials of recycling and 406 furniture items for reuse. Our Ultimo recycling pop-up saw 6,269 visits by residents and 36.8 tonnes of items collected. For residents who can't make it to our drop-off events or the pop-up service, we offer a doorstep recycling collection service. This year, we collected 49.4 tonnes from 3,291 pickups directly from residents' homes.

Despite these efforts, we'll struggle to meet our 2030 landfill diversion targets due to lack of funding and innovation in recycling and reuse innovation, difficulty in obtaining planning permission for new facilities and increasing costs for collection and management of waste and recycling. Landfill waste increase is a systemic issue, requiring change across all levels including manufacturers and retailers being responsible for the products and materials they design make and sell and for purchasers to hold on to products longer, choosing to reuse and repair instead or replace.

Waste by sector

We're responsible for managing waste and recycling from our own buildings, construction and asset management, parks and public spaces that we manage, and homes. Landfill diversion and recycling targets are set for each of these areas, and we actively monitor and track waste and materials.

While we're not responsible for collecting and managing the remaining commercial, industrial, construction and demolition waste in our local area, we recognise the significant impacts of these waste streams and actively discuss these challenges within the industry and to government.

How we do it

Measure

We measure residential material streams and work with consultants and agencies to estimate commercial and construction waste generated in our area.

Tailored services

Residents have access to many separate collection or drop-off services for recycling. We always want to provide services that will maintain the value of the materials we collect.

We design our services to consider materials people generate as waste and seek the most appropriate processing solutions available.

Waste avoidance events and activities

Our waste avoidance events and activities encourage our communities to avoid, reuse and reduce waste. Events include clothing and toy swaps, repair workshops, school education programs, recycling workshops and community pop-up stalls.

'Ask a waste expert' is an online service to answer questions from residents about recycling and the recycle helper service provides custom advice to apartment buildings.

Planning requirements

Our development controls and associated guidelines enable good design of waste management and source separation in new

buildings. In 2025/26, we managed 515 waste planning requests.

Grant funding

We provide funding to support new and innovative resource recovery and circular economy ideas for positive change across our local area.

Advocacy

We consistently advocate for systemic and legislative changes that require businesses that make and sell products to take greater responsibility for managing them at the end of their life, rather than leaving it solely to local government. Over the past year, we prepared and supported awareness and advocacy around the NSW waste infrastructure plan, NSW plastics plan 2.0, the new food organics and garden organics (FOGO) mandate and energy from waste public inquiry. More broadly, we also provided data, research and support to regional and national advocacy for improved product stewardship of materials such as textiles, packaging, batteries and electronics.

New life for household items

Following a successful trial, we've expanded our furniture reuse service. Furniture collected at Recycle It Saturday events or from our doorstep recycling service is now rehomed through The Bower's House to Home program or resold at low cost to the community at their stores in Marrickville and Summer Hill.

To further support a circular economy and make it easier for residents to give quality items a second life, we partnered with The Bower to trial ways to help residents repair household items. Last year residents brought 89 items to 2 events at St Helen's Community Centre and Cliff Noble Community Centre.

These events show that the community values opportunities to keep using items such as appliances, clothing, small furniture and toys rather than replacing them. Providing a benefit to our waste goals, and household budgets during cost of living pressures.

Building circular businesses across our city

We're supporting local businesses to reduce waste through our introduction to the circular economy for small business training program. The free online course gives businesses practical tools and knowledge to adopt circular practices that keep materials in use for longer, reduce waste and create business value.

Opened in September 2025, the self-paced, free program includes 5 modules covering circular economy principles and business models, maximising the value of materials, and identifying circular opportunities. Businesses can access checklists, video tutorials, practical resources and local case studies that help turn ideas into action.

The program has a growing audience, with over 4,400 people now accessing the course. By building knowledge and skills, we're supporting the transition to a more circular local economy which helps reduce waste across the city.

Recycling pop-ups in action

To encourage residents to recycle more and waste less, we designed and coordinated educational pop-ups on a range of topics.

Over the year, 112 pop-ups were offered to more than 3,200 people. Presented at community venues, each pop-up focused on a particular theme or material.

Topics included how households can reduce food waste, blister packs and electronic recycling, wasting less at Christmas and Easter, recycling worn-out clothes, our recycle help tool and an interactive recycling game pop-up used at festivals and events.

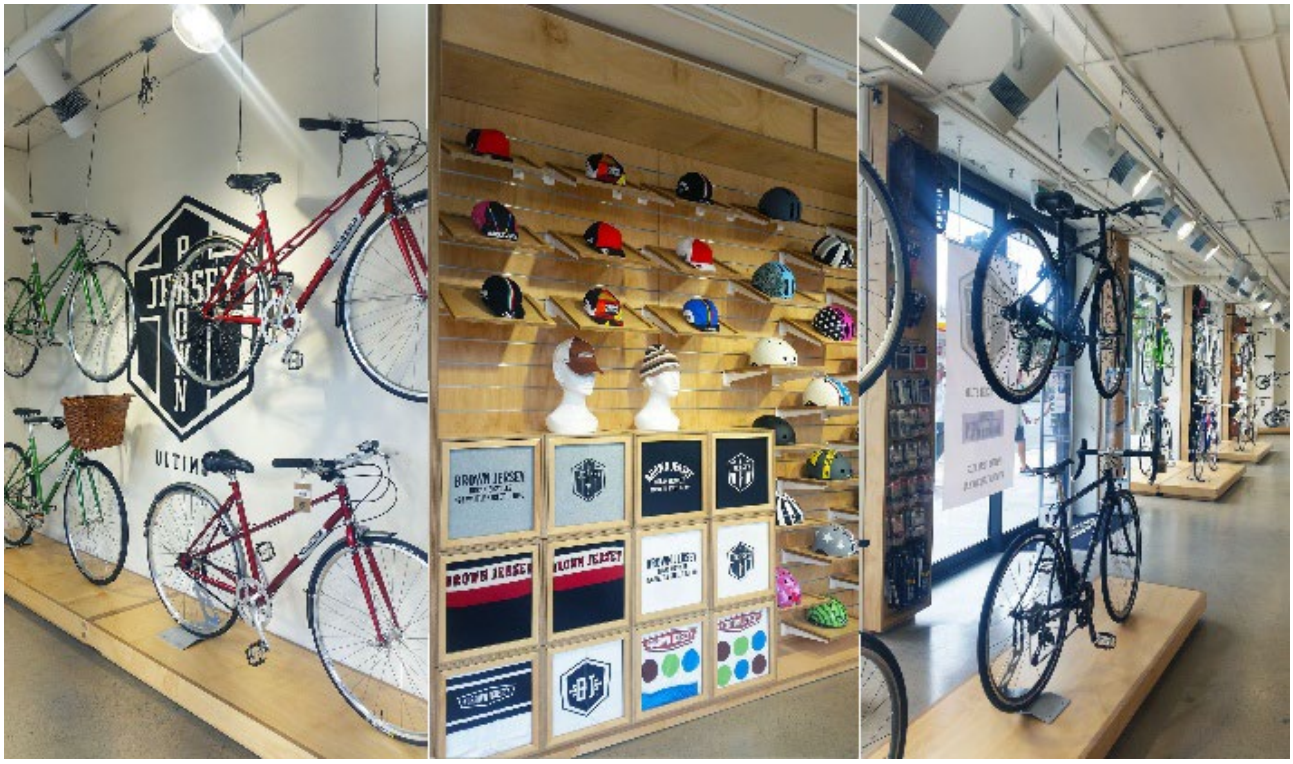
Supporting the circular economy with our grants

Circular design for retail and hospitality fit-outs

Fit-outs for the retail and hospitality industry can generate significant waste, with furniture, fixtures and construction materials often discarded before the end of their useful life. To help address this challenge, we funded research into how materials move through the fit-out process and opportunities to increase reuse and resource recovery.

The project brought together businesses, designers, builders and property owners to identify barriers to circularity and practical ways to reduce waste. Insights from the project informed the development of the circular fit-out guide for Sydney retail and hospitality, which provides practical guidance on applying circular economy principles throughout the planning, procurement and fit-out process.

The guide is freely available and has been shared across industry networks to encourage more sustainable fit-outs in Sydney. By promoting material reuse, longer-lasting products and adaptable design, the guide supports more sustainable design thinking that reduces waste, conserves resources and lower emissions from the sectors.



Forward Thinking Design 2018 fit out embodied carbon was 50% below Sydney's average. Image: Forward Thinking Designs

Bridging the digital divide, sustainably

Our environmental grants helped establish the NSW Device Bank, a program by WorkVentures that refurbishes donated laptops and mobile phones and redistributes them to people and communities experiencing digital exclusion.

By extending the life of electronic devices, the program reduces e-waste and extends the useful life of existing products. For devices that can't be refurbished they are harvested for parts or responsibly recycled. Our funding supported the program's early development, including community organisations and First Nations communities to ensure services are accessible to our community.

Combining technology reuse with community partnerships and digital support, the NSW Device Bank demonstrates how circular economy solutions can provide environmental, social and economic benefits while helping more people access the opportunities that digital connectivity provides.



Torres Strait students getting setup and ready for digital coaching from WorkVentures. Image: WorkVentures

New directions for waste reduction

The way we produce, consume and dispose of products has a significant impact on our environment.

A circular economy offers a better approach by reducing waste, keeping materials in use for as long as possible, and recovering valuable resources so they can be used again.

In February 2026, we adopted the waste reduction and circular materials strategy 2025–2035, setting a long-term pathway to reduce waste, improve resource recovery and accelerate Sydney's transition to a circular economy.

The strategy builds on strong progress already achieved through the expanded food scraps recycling trial, improved recycling services, support for reuse and repair, and advocacy for better waste and recycling policies. It's guided by 5 strategic directions that will help create a cleaner, more sustainable and more circular city.

Direction 1: Avoid waste and recover more resources

The best way to reduce waste is to avoid creating it in the first place. We help residents, businesses and our own organisation reduce waste by choosing reusable products, preventing food waste and designing systems that use fewer resources.

This includes reducing single-use products in our operations, expanding food waste educational programs, supporting businesses to adopt circular economy practices and helping the community make more sustainable choices through education, grants and partnerships.

We also fund innovative projects with our grants, including social enterprise Revolve ReCYCLING, which repairs and redistributes unwanted bicycles while creating local employment opportunities.

Direction 2: Improve reuse, repair and recycling

When waste can't be avoided, valuable materials should remain in circulation.

We're expanding access to recycling and resource recovery services, including food scraps, textiles, electronics and batteries, while making it easier for residents and businesses to repair, reuse and recycle. Programs such as the doorstep recycling service help recover materials that would otherwise be lost to landfill.

As new state requirements for food waste recycling are introduced, we're also supporting businesses to prepare for these changes.

Direction 3: Design for a circular city

As Sydney grows, we have an opportunity to reduce waste before it's created. By designing for durability, adaptability and reuse, we can reduce waste and conserve resources.

We're embedding circular economy principles into the design of buildings, infrastructure and public spaces by prioritising durability, adaptability and material reuse. We're also working with industry to encourage building design that reduces waste, supports material reuse and makes future recovery easier.

Direction 4: Keep Sydney clean and welcoming

A clean city supports community wellbeing, protects our environment and makes Sydney an attractive place to live, work and visit.

We're continuing to improve waste and recycling services in streets, parks and public spaces, while working with residents, businesses and visitors to reduce litter and prevent waste entering waterways.

Direction 5: Build resilient waste and circular systems

Creating a circular city requires strong partnerships, investment and long-term planning.

We're strengthening Sydney's waste and recycling systems through infrastructure planning, new technologies, industry collaboration and advocacy for policies that support waste reduction, recycled content and circular economy innovation.

Looking ahead

Reducing waste is a shared responsibility. By working together with residents, businesses, community organisations and government, we can keep valuable materials in use for longer, reduce carbon emissions and protect our natural environment.

The waste reduction and circular materials strategy provides a clear roadmap for the next decade, helping Sydney become a cleaner, more resilient and more circular city. We'll continue to report the achievements of the strategy in the green report.



Our recycling stations are an easy way for residents to recycle. Image: Chris Southwood

Greening our city



Our communities value a green city with trees and nature, and access to **quality** outdoor spaces for rest and play.

Restoring our natural **environment** and increasing our green **infrastructure** supports the health and wellbeing of all of us and helps our climate resilience.

Our operations

Green streets, parks and open spaces are essential to the liveability of our city. They soften a dense urban environment, reduce the effects of climate change and provide places for our communities to connect with nature, rest, play and thrive.

Trees play a vital role in these environments by naturally cooling the air, reducing temperatures of the urban heat island effect and enhancing resilience against climate change. They improve air quality, support biodiversity and improve community health and wellbeing.

Our results

Since 2008/09, our parks and green spaces have increased from 188 hectares to 218 hectares. This includes 16.48 hectares of land managed for bush restoration, up from 4.2 hectares on the 2012 baseline.

Each year, we aim to plant 700 street and 50 park trees. In 2025/26, we planted 762 street trees and a further 402 in parks.

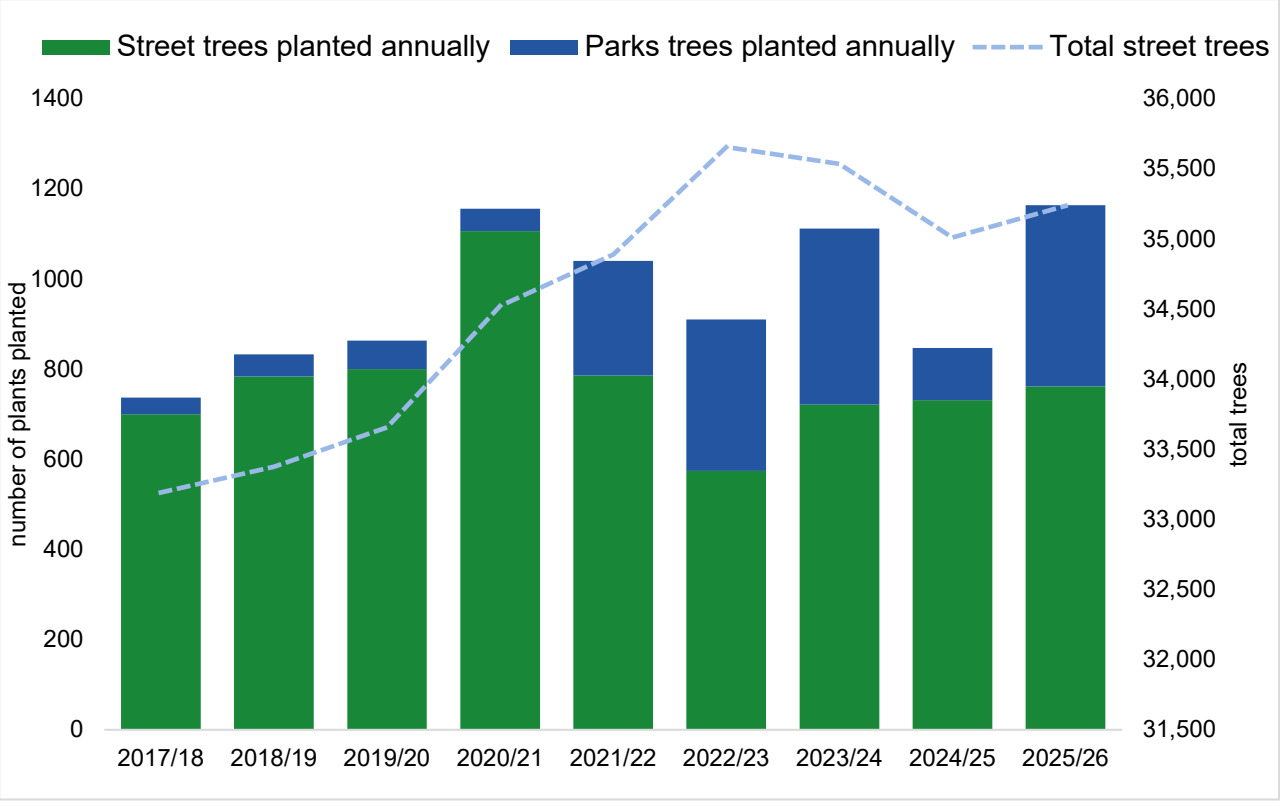


Figure 8: Trees planted on streets and in parks

How we do it

Planting

We plant trees in our streets, parks and on our properties.

Our qualified arborists select trees with the objective of planting the right tree, in the right place, at the right time and suitable for the future climate.

We plant shrubs, grasses and understorey plantings in parks and streetscapes. Where possible, we increase our green areas by converting previously paved areas to new garden beds and infill planting in existing ones.

Parks and open space

Green spaces are vital for community health and wellbeing and improve the quality of the urban environment.

Our parks and open spaces are designed for play, nature conservation and outdoor enjoyment. With our increasing population we aim to increase the area of parks and open space.

Ecological restoration

We protect, expand and improve the condition of bush restoration areas. These areas improve the biodiversity of native plants and animals

Our qualified bush regenerators work to establish and enhance the natural structures of bushland areas, suppress weeds and create habitat.

Managing our natural wetland structures are also vital to supporting healthy ecosystems. Maintenance activities, such as removing silt, is key to supporting water quality and plant life for animals. At the Federal Park wetland in Annandale, a protected biodiverse tidal saltmarsh, we carefully removed silt build up from stormwater and tidal movements without impacting the saltmarsh. Since the works, fish, oysters, crabs and migratory shorebirds have been sighted in the wetland area.

Creating habitat

Artificial habitats support shelter, nesting and roosting activities of local native wildlife where original habitat has been lost or displaced. Many Australian species use natural tree hollows for breeding, but these can be limited in urban areas. Nesting boxes have been installed in our parks and standing dead trees are left in place to provide habitat for local urban wildlife.

Frog ponds in Rosebery and Forest Lodge have also been rejuvenated to improve habitat. Dominant reed species were removed and replanted with local aquatic and wetland plants, creating space for frogs and tadpoles.



Wetlands in Federal Park thriving one month after silt removal. Image: Charlotte Fletcher

Improving parks

We're constantly renewing and upgrading parks to make even better spaces for people to gather, play, rest and connect with nature. Our ongoing park renewal program ensures parks are safe, well maintained, attractive and meet community needs. Renewal works include new playgrounds, refreshed landscaping and park furniture, new garden beds and tree plantings.

In the past year we completed renewal works at:

- Mountain Street Reserve, Ultimo
- Regent Street Reserve, Paddington
- Cooper and Adelaide Street Reserves, Surry Hills
- Ada Villa Terrace, Erskineville
- Robyn Kemmis Reserve, Glebe
- Pirrama Park decking, Pyrmont
- Harmony Park decking, Surry Hills
- Edgely Street Reserve, Surry Hills
- Jubilee Oval, Glebe
- Federal Park sports field eastern path, Annandale
- Wulaba Park plaza works, Waterloo
- Vescey Reserve, Waterloo
- Bourke Street Community Garden
- St Helens Community Garden



Renewal of Ava Villa Terrace in Erskineville. Image; Will Jones

Action for our city

Experts forecast that by 2050 Sydney will be hotter and more susceptible to extreme or prolonged drought, as well as high rainfall periods.

Our vision is for a greener Sydney that will help improve everyone's health and wellbeing, reduce urban heat impacts and bring nature into the city. We're committed to providing everyone with access to quality green spaces and supporting the biodiversity of our city as part of a healthy ecosystem. We're focused on ensuring our tree canopy is resilient – planting the right kinds of trees at the right time and in the right places has never been more important.

Our results

As part of our urban forest strategy, we are increasing the quantity and quality of tree canopy across streets, parks and properties.

Every 2 years, we measure how green our city is by using specialised high-resolution aerial imagery to measure tree canopy cover (trees over 3m) and overall green cover (trees, plants and grass).

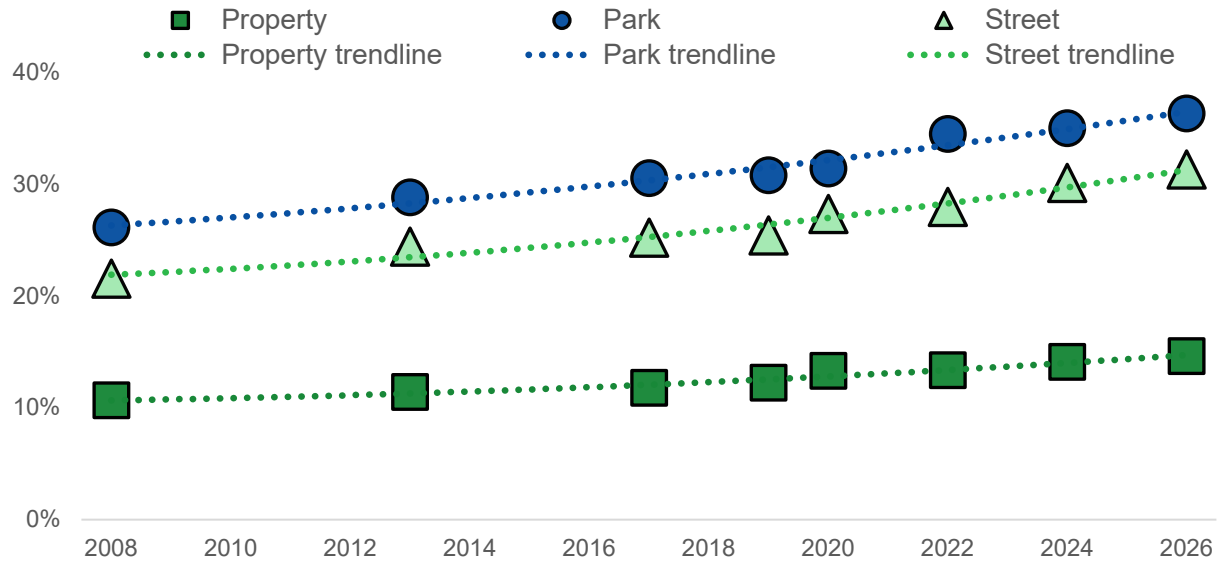


Figure 9: Canopy cover by location type

The latest measurement in March 2026 showed our urban forest canopy cover is at 21.7%, an increase on our 2008 baseline of 15.5%, while total green cover is 33.6%. The analysis extends to canopy cover in the 3 broad land uses: streets, parks and property. Each has specific targets to ensure comprehensive urban forest benefits. Our street tree canopy 2030 target has already been achieved.

	2008 canopy cover result	2026 canopy cover result	2030 canopy cover target	2050 canopy cover target
Streets	21.5%	31.3%	31%	34%
Parks	26.1%	36.3%	39%	46%
Property	10.7%	14.6%	16%	20%

Table 4: Tree canopy cover results by land use type

These results show we're steadily advancing towards our 2030 and 2050 canopy cover targets through a shared commitment to a greener, cooler and calmer city. From residents caring for their trees and gardens, and planners and developers protecting and planting new trees, to many professions in our organisation who help with planning, managing and caring for our city.

Community volunteering

We continued to support 4 Landcare / Bushcare groups with around 50 volunteers who regularly work in bush restoration areas. Around 500 members participated in activities at 19 community gardens.

This year volunteers contributed 4,040 hours of work at Sydney City Farm, producing 605kg of fresh food for local charities, including culturally significant and interesting foods such as hops, sugar cane, babaco, plantain, taro and pandan. Over 252 different types of fruit, vegetable, herbs and flowers were grown this year. More than 220 people from 18 businesses have worked at the farm in team building and wellbeing programs.

We held community planting events in Harold Park at Forest Lodge and Federal Park at Annandale for National Tree Day in July 2025. 180 community volunteers planted 5,000 native grasses, groundcovers and flowering herbs, to create habitat for insects, small birds and lizards.

How we do it

Community programs

We improve gardening skills and confidence through programs at Sydney City Farm.

We run activities to promote understanding of the biodiversity in our city.

We support 19 community gardens that provide spaces to promote environmental education and sustainable food production. The gardens also provide opportunities for social and community development.

We support biodiversity volunteers who restore local bushland by weeding, growing native plants, and creating habitat for birds, lizards, insects and other species.

Planting in the community

We partner with IndigiGrow, an Aboriginal owned and operated plant nursery, to offer 2 free native plants to households in our area. The plants included are native to coastal Sydney. Many are part of the endangered Eastern suburbs banksia scrub plant community which once covered Waterloo, Zetland, Beaconsfield and Rosebery. By planting these species in as many places as possible, we help to create a living seedbank and contribute to conservation of these species.

Planning requirements

Our development controls and guidelines require new developments to provide areas of deep soil for trees to be planted, ensuring long-lasting and good-quality canopy cover on private land.

Biodiversity counts

We use information from citizen science programs to help us monitor species presence and distribution of local biodiversity. We use this data to set benchmarks and tailor projects to protect and enhance habitats. Citizen scientists have recorded and photographed fairy wrens in the mangroves at Bicentennial Park in Annandale for the first time in more than 10 years, and further reports of sightings upstream along Orphan School Creek.

We've put together a biodiversity monitoring plan to guide us on plant and animal survey timing, frequency and methods.

Canopy equity

While our canopy and green cover is increasing year on year, ensuring everyone has access to the shade of trees is just as important. This is called canopy equity.

Canopy equity means ensuring tree canopy is distributed fairly across neighbourhoods and communities. It recognises that everyone should benefit from the many environmental, social and health benefits trees provide, regardless of where they live or their socioeconomic circumstances.

Our programs prioritise areas with limited access to tree canopy, particularly locations with less than 10% canopy cover, while continuing to grow canopy in areas with higher existing cover.

These results show we are increasing canopy where it is needed most, not only in areas where planting is easier, such as parks. Our approach targets urban heat hotspots and priority communities to help ensure the benefits of tree canopy are shared more equitably across the local area.

Figure 10 shows how we have improved our canopy equity. We compared canopy cover within a 100m radius that was present in 2008 and what it looks like in 2026. Tree canopy has increased significantly across our area, reflecting our focus on expanding canopy in locations with historically low levels of cover.

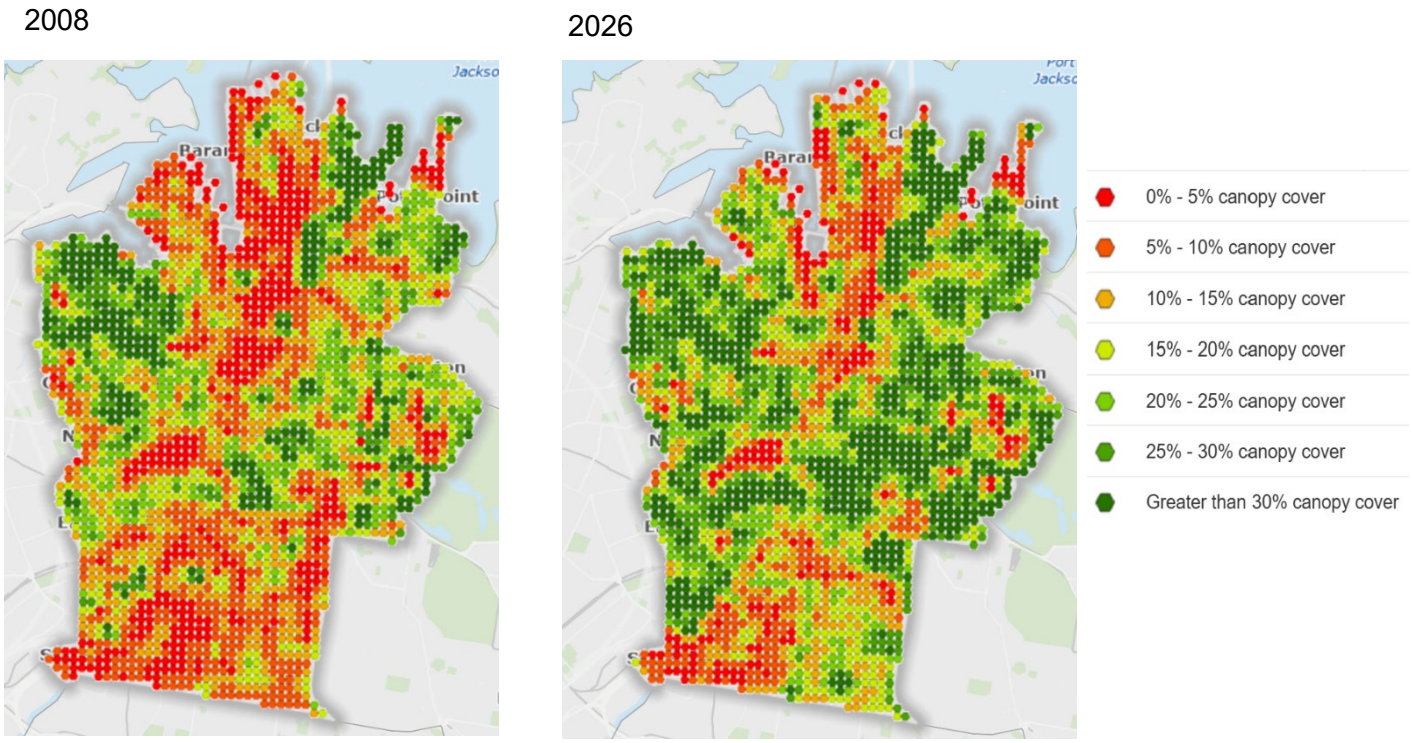


Figure 10: Local area canopy cover heat map

Events at the city farm

Sydney City Farm provides a place for our communities to learn about urban agriculture and sustainable food production. We host themed events each year to provide opportunities for our diverse local communities to gather, connect, celebrate, learn and share.

National Science Week in August 2025 was highlighted with a Nature's Patterns themed event attracting 180 people.

Visitors discovered natural patterns in seeds, leaves, corals and human fingerprints, created botanical leaf print artworks, leant about butterfly life cycles and anatomy, and planted herb seedlings in pots made from recycled newspaper.

Science academics from local universities shared findings about their research on conservation, food, and health.

A total of 90 community volunteers got hands-on in July 2025, celebrating NAIDOC Week by helping plant native bush food in our raised wicking beds. During the event, 105 species were planted from 23 different types. This planting is a trial of using biointensive crop rotation systems with native plants such as Malaga bean (legume), apple berry (fruit), marsh yellow cress (leaf) and vanilla lily (root). Attendees took part in interactive guided walks facilitated by Aboriginal educators, explored a cultural touch table and sampled bush foods.

Resilient Sydney

Resilient Sydney is a collaboration of 33 councils working together to drive region-scale action that strengthens our city's ability to survive, adapt and thrive in the face of chronic stresses and acute shocks. It builds capacity across local government to address city-wide risks and build stronger, more resilient communities.

The collaboration is aligned with the global Resilient Cities Network and works with state and federal governments, business, academia and communities to strengthen the resilience of our city.

We host Resilient Sydney on behalf of all participating councils.

Program activities

Resilience ambassadors

Resilience practitioners from the network met regularly to share knowledge, tools and projects that strengthen community resilience. One area of focus this year has been working with the network to inform a strong collective case for a connected city of greenways and improved active transport links across the region.

The multi-sector Resilient Sydney steering committee contributed to key policy discussions, including the Climate Change and Natural Hazards State Environmental Planning Policy (SEPP), Sydney plan, rental reforms and data centre planning. We also continued our leadership by collaborating with the NSW Premier's Department and helping develop the NSW Social Cohesion Framework.

During the year, the community connections campaign toolkit was released and Resilient Sydney's work was showcased to government representatives from Germany and Japan.

The Resilient Sydney data platform has been updated with latest annual data. This provides Greater Sydney wide and LGA dashboards to 362 council and state government users tracking greenhouse gas emissions, electricity, gas, water, waste, transport, electric vehicles and solar PV.

This year, Resilient Sydney also published an electrification resources toolkit, presented an electrification masterclass to 83 council staff, and shared the data platform with the global C40 cities network.

Greater Sydney heat taskforce and heat smart city plan

Resilient Sydney and Western Sydney Regional Organisation of Councils (WSROC) continued to coordinate the Greater Sydney heat taskforce, bringing together government, community and industry stakeholders to advance actions under the Greater Sydney heat smart city plan.

The collaboration focuses on reducing the risks of urban heating in Greater Sydney to, informed responses to proposed planning policy changes and the draft NSW policy statement on urban heat. Ministerial briefings were also delivered with WSROC and the co-chair of the Heat Taskforce.

Resilient Sydney is part of the Global Resilient Cities Network and collaborating with WSROC, delivered presentations on the Greater Sydney heat smart city plan to New York Climate Week, the Tokyo Metropolitan Government, the Singapore Ministry for the Environment and the Greater London Authority. Resilient Sydney is working with Resilient Cities Catalyst and WSROC to invest in heat risk reduction projects in western Sydney.

Action on heat

On 12 March, Resilient Sydney, WSROC and Resilient Cities Catalyst, hosted Heat Smart Sydney: urban design for heat resilience', a key capacity building event during Climate Week. The session provided updates and case studies for more than 100 planning, design and climate resilience professionals focused on how local councils use the cool suburbs rating tool to design spaces that help reduce heat for main streets in Camden and Blacktown.



Participants at the Heat Smart Sydney Climate Action Week event collaborating to implement the Cool Suburbs tool. Image: Western Sydney Regional Organisations of Councils (WSROC)

Sydney as a renewable energy zone

Resilient Sydney is supporting the Committee for Sydney's vision for Sydney as a renewable energy zone, by providing advice, advocacy and briefings on the concept.

Drawing on the inspiration of the regional renewable energy zones, a more resilient, responsive and inclusive energy system could be created for Greater Sydney. Research into the potential project found Sydney could generate 75% of its energy needs through local renewables and storage.

This project is about more than electrons. It's about economic development, energy equity and empowering people to be part of the solution. The project is about designing a city that works with the grid, not against it, and building a future that's powered locally, governed collaboratively, and provides energy equity and resilient grid benefits for all.

Water stewardship



Water is crucial to the social, economic and environmental **wellbeing** of our city.

Our efforts create a **sustainable**, **liveable** city with healthy waterways, resilient green spaces and the resource valued by our communities.

Our operations

How we manage water plays an important role in adapting to some of the big challenges our city will face in the future. We need to manage water as efficiently as possible and secure access to drought-resilient water sources to support greening and cooling across the city.

We're committed to managing water responsibly. Our target of no increase in potable water use compared to our 2006 baseline is set even as we grow our parks, open spaces, buildings and community facilities. We focus on efficient practices by using rainwater, stormwater, bore water and water recycling methods.

Our results

In 2025/26 we exceeded our target of zero increase in potable water use against the 2006 baseline, using 438 megalitres, a 2% increase from the 2006 baseline. Hidden leaks which were detected with our new smart metering systems at Hyde Park and Prince Alfred Park Pool, contributed an estimated 28 megalitres to this result. Both leaks have since been repaired, positioning us to improve our target trajectory in 2026/27.

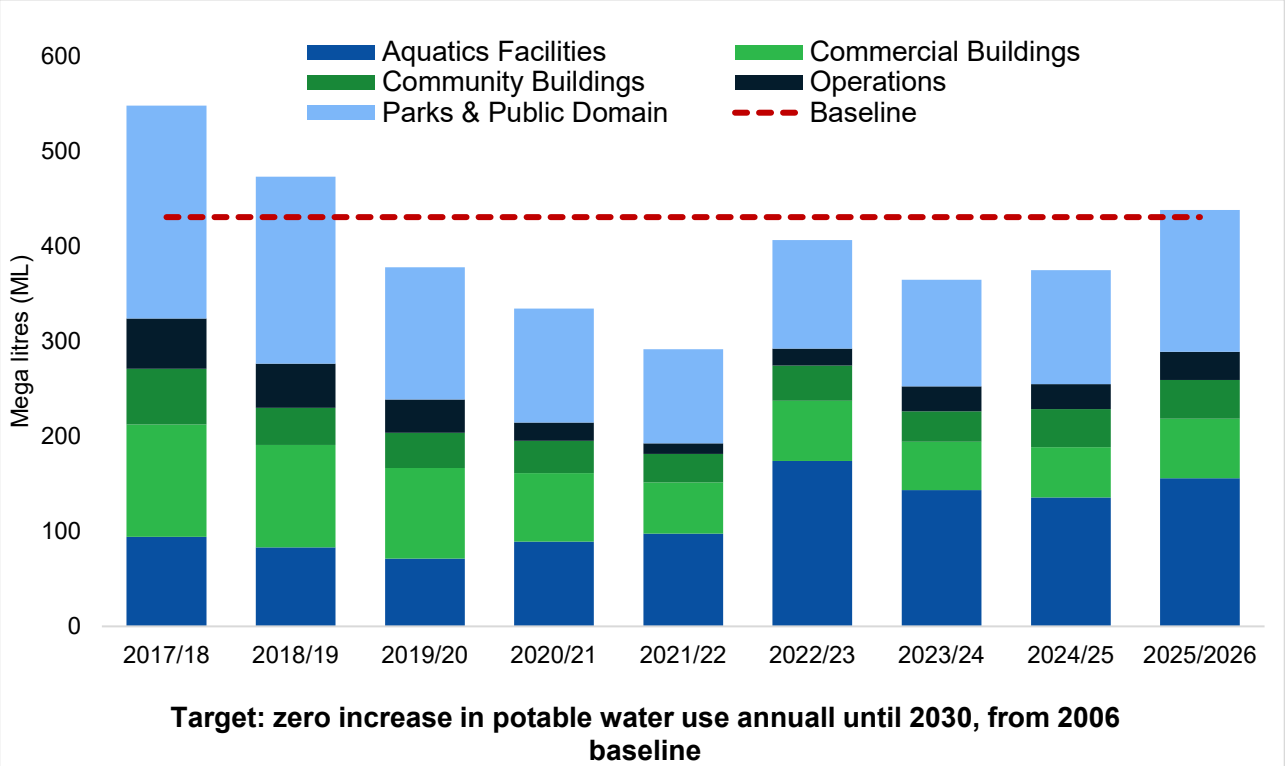


Figure 11: Annual water consumption against baseline, by use category

Our water recycling systems in parks supplied 42 megalitres of recycled water for irrigation in 2025/26. This meets 77% of irrigation demand in the parks these systems supply, equivalent to around 20% of irrigation demand across all parks. Since 2006, we've increased the irrigated area in parks by more than 50% while continuing to reduce potable water use. We're now using less water for every square metre of green space we manage.

How we do it

Detecting and repairing leaks

We monitor water use through 232 smart water meters installed in our parks and buildings. The data allows us to detect leaks sooner, respond more rapidly to water loss and identify opportunities to improve water efficiency across our operations.

Rainwater – not just for gardens

Making better use of rainwater helps reduce demand on drinking water supplies and improves the value of the infrastructure we already have.

Water efficiency in our parks and properties

We use water efficiently to keep our parks green and healthy. We plan when and how irrigation is used. Our staff receive efficiency training, and we set specific service levels for best practice water management.

Regular reviews of our properties, such as aquatics centres, help to identify and update out of date and inefficient fixtures.

Irrigation

We make sure our irrigation systems are efficient with best practice management throughout the asset lifecycle.

Remote irrigation management helps us schedule and monitor irrigation and quickly respond to weather conditions. This includes trialling smart sensor and monitoring equipment.

Water harvesting

We have 20 water recycling systems that supply recycled water to our parks and open spaces. These systems source water from ponds and bores, harvested rainwater and stormwater drainage.

More than 40 rainwater reuse systems are installed in our properties, including 4 for community gardens. Water from these systems is used for irrigation, to flush toilets, wash vehicles, top up our swimming pools and cleanse our streets.

Smart tech making big water savings

This year, we detected and repaired multiple hidden leaks across our operations using smart water meter data. These leaks would have been difficult to identify through routine visual inspections alone. Data and investigation techniques are key to helping us reduce water losses and protect our assets.

At Hyde Park, monitoring data identified a continuous water loss of 70L per minute. There were few visible signs of a major leak, only a damp area beneath a tree and a small amount of surface ponding. The pipe break was buried deep underground, with the surrounding park acting like a sponge and absorbing much of the water. Early detection allowed repairs to be completed before the issue escalated, avoiding more than $150,000 in water supply costs and prevented potential damage to surrounding infrastructure.

At Prince Alfred Park Pool, unusual water use patterns triggered a leak investigation. Data analysis and thermal imaging located a concealed hot water pipe leak, reducing water losses and improving water pressure.

Making rainwater go further

To make better use of existing rainwater infrastructure, we reviewed rainwater harvesting systems across our property portfolio and identified opportunities to expand reuse.

As a result, rainwater systems at Maybanke Recreation Centre, Ultimo Community Centre and the Joynton Avenue Creative Centre were connected to more uses, including toilet flushing, reducing reliance on drinking water. At Alexandra Canal Depot, new fill points improved access to harvested rainwater and increased operational efficiency.

These projects demonstrate how relatively small infrastructure improvements can maximise the value of existing rainwater infrastructure, reduce reliance on potable water and support more efficient day-to-day operations across our facilities.

Crown and Corning parks system upgrade

As part of our commitment to improving long term water security for parks and reducing reliance on potable water, we are expanding our ability to harvest and use alternative water sources for irrigation. A recently completed project has connected the irrigation water harvesting systems at Crown and Corning parks in Waterloo, allowing both to share recycled water, creating a more resilient and efficient irrigation network.

Crown Park captures rainwater from the roof of a neighbouring building to irrigate park lawns, while Corning Park relied on water from a groundwater bore. Each park was previously limited to using its own water source, vulnerable to weather conditions and the risk of equipment failure.

By linking the 2 systems, harvested water can now be shared between the parks. When rainfall is low and Crown Park's rainwater supply is depleted, we can draw on groundwater from Corning Park. Similarly, if the groundwater bore is unavailable, Corning Park can be irrigated using stored rainwater from Crown Park.

This project has improved how we access recycled water and reduced the need to supplement irrigation with potable water. It is an important step towards making our parks more resilient in increasingly variable climate conditions.

Action for our city

Our area is surrounded by Sydney Harbour (Warrane), one of the most well-known waterways in the world. As a steward of our local area, our services impact the health and beauty of this waterway and the Cooks River which flows into Botany Bay (Kamay). Action to improve the quality of these waterways is an ongoing effort, with constant improvement every year.

We want to manage water responsibly and sustainably while meeting local needs and enhancing liveability and resilience. As our local area grows and the climate changes, more water will be needed for drinking, to green the city and combat the effects of increased heat.

Lack of consistent rainfall and longer periods of hotter days because of climate change puts Sydney's water storage dams under pressure. Supporting the use of less potable water means better water security for all of us.

Our results

Overall potable water use in the local area increased by 1-2% in 2024/25 compared to the year before. The increase may be due to demand generally increasing as our population grows and increase in commercial floorspace.

Residential daily water use per person decreased from 194 to 191 litres/person/day.

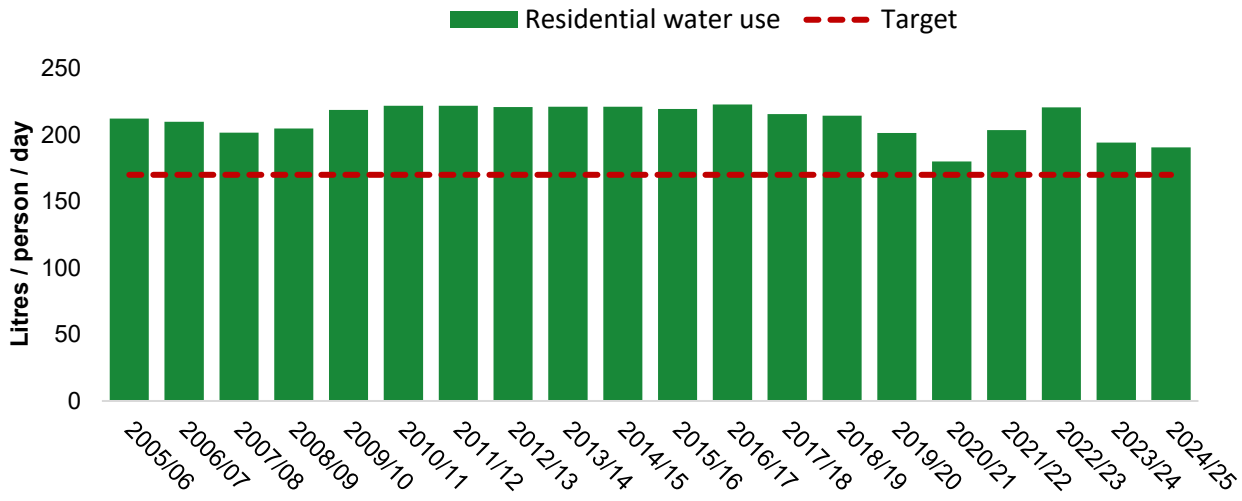


Figure 12: Residential water consumption

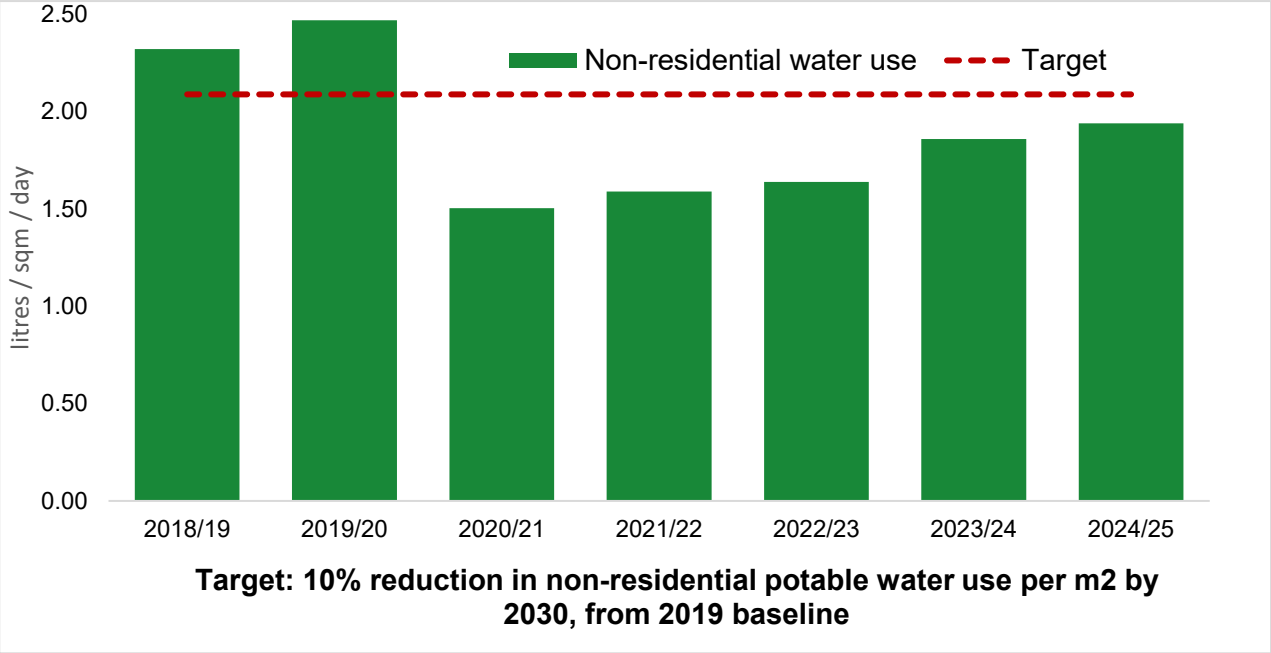


Figure 13: Non-residential water consumption

Non-residential water use in 2024/25 was 1.94 litres per square metre a day, up from 1.86 the previous year, but still a 16% reduction from our 2019 baseline.

Water use intensity in commercial buildings continues to fall aided by NABERS water ratings, our sustainability programs and grants, and Sydney Water's business programs. However, commercial floorspace in the LGA has grown over the same period (Barangaroo, Eveleigh, Metro over-station development) so we are still seeing water use rise overall.

Water quality results

Our roads and stormwater systems can act as a funnel diverting water into Sydney Harbour and Alexandra Canal. This water also carries anything from the street with it, affecting water quality and aquatic habitats. We try to capture some of these items through our network of gross pollutant traps and raingardens.

We achieve our water health targets with stormwater quality improvement devices installed across our local area. This network includes 50 gross pollutant traps (GPTs) and around 290 bioretention systems. We track our progress towards these water quality targets using the MUSIC (Model for Urban Stormwater Improvement Conceptualisation) application. The model estimates stormwater pollutant loads and the performance of our stormwater quality improvement devices.

We continue to expand our GPT program. A second gross pollutant trap was completed in June 2026 as part of the same program. It is expected to prevent another 8 tonnes per year of solid waste pollution from entering Rozelle Bay, including 1 tonne of rubbish and 7 tonnes of sediment.

	2022/23	2023/24	2024/25	2025/26
Total gross pollutants	16%	16%	21%	22%
Total suspended solids	11%	11%	15%	16%
Total nitrogen	4%	4%	5%	5%
Total phosphorous	7%	7%	9%	9%

Table 4: Water quality results

How we do it

Measure

We measure water use in key sectors through data provided by Sydney Water. We also measure gross pollutant content and water quality through our urban stormwater MUSIC modelling. Waste that might end up in the harbour is collected by our street sweepers and we collect tonnage amounts through our waste collection services' data.

Programs and partnerships

Our Smart Green Apartments program works with building managers to cut water use. Entertainment and hospitality venues and commercial buildings measure and report on water use through the Sustainable Destination Partnership and Better Buildings Partnership.

Planning requirements

Water quality requirements are included in the Sydney Development Control Plan 2012 to ensure stormwater discharge from large developments meets high water quality standards.

We encourage new developments in the Green Square town centre to install dual pipes and connect to our stormwater harvesting and reuse scheme.

Waterway health

We improve the health of local waterways, including Cooks River and Sydney Harbour, by installing and maintaining stormwater quality improvement devices such as gross pollutant traps, raingardens, wetlands and swales across our stormwater network.

Rubbish and sediment are also removed by street sweeping and routine cleaning of stormwater drainage pits and pipes.

Collaboration

We work with Sydney Water to support our communities to reduce water use, identify potential water reuse and harvesting schemes, and improve our waterways.

Coastal management programs

We are participating in the staged development of coastal management programs for the Cooks River and Outer Sydney Harbour to improve the coastal resilience, foreshore protection, ecological health and amenity of these highly valued waterways.

During 2025/26, stage 2 of both programs was completed. The Cooks River program assessed biodiversity, coastal hazards, waterway assets and monitoring, while the outer Sydney Harbour program investigated water pollution, coastal hazards, access and recreation. The findings from both projects are now informing stage 3, where management options and future actions are being developed.

Expanding water reuse at Green Square

Green Square is home to one of Australia's largest urban stormwater harvesting schemes.

Stormwater captured from the Green Square drainage network is treated at the water recycling plant located in the Green Square Infrastructure Centre. The water is supplied to buildings in the town centre through dedicated purple pipes for non-potable uses including toilet flushing, irrigation, laundry and car washing.

The scheme began in 2018 to support the growing residential and commercial community. By providing an alternative water source treated and distributed close to where rain falls, the scheme supports the long-term liveability of the precinct and reduces demand on Sydney's drinking water.

This year the scheme was extended beyond the Green Square town centre to service the Meriton development at 905 South Dowling Street and the Gunyama Park playground and amenities building (opened 2 July 2026).

This extension will provide water for non-potable uses to an additional 855 homes and 6,500 square metres of public open space, supporting our commitment to managing water sustainably. The project expands the reach of existing infrastructure and helps ensure the sustainability and resilience of one of the city's fastest-growing precincts.



The second stage of Gunyama Park is now supplied with recycled water for toilets and irrigation as part of our target to not increase potable water use in our operations. Image: Will Jones.

Attachment 1: understanding our waste data

We're responsible for managing waste and recycling from homes, our own buildings, construction and asset management, parks and public spaces we manage. Landfill diversion and recycling targets are set for each of these areas, and we monitor and track waste and materials.

While we're not responsible for collecting and managing the remaining commercial, industrial, construction and demolition waste in our local area, we recognise the significant impacts of these waste streams. Action for our city sets out what we do to promote reducing waste and improve resource recovery in areas we don't manage or control.

When considering our waste results, we split the total waste collected into recycling, recovery and materials sent to landfill.

Recycling is where a product or material is processed to make the same or different products.

Source-separated recycling is a more specific term. It refers to materials placed into specific bins that are collected to be recycled.

Recovery applies to items, typically found in our red bins, that cannot be recycled into new products. Instead, these materials are processed to either generate energy or reduce their environmental impact before the remaining waste goes to landfill.

When resource recovery is used for construction and demolition, it refers to all materials captured for recycling, usually metals and timber, and materials that are processed into recycled aggregate.

Landfill diversion refers to the sum of recycled and recovered materials.

Attachment 2: strategic actions

Environmental strategy 2025-2030

This green report is the first yearly update on our progress in the Environmental strategy 2025-2030 and its actions listed below. The new Environmental strategy 2025-2030 was adopted by Council on 23 June 2025. The strategy contains updated targets, directions and priorities.

Direction 1 – Resilient and efficient operations

1. Reduce direct operational emissions and energy use by electrifying our buildings and fleet
2. Deliver environmental sustainability through responsible asset planning and management
3. Build water resilience in our operations with increased efficiency and non-potable water
4. Practise sustainable procurement to reduce supply chain emissions and create circular economy opportunities
5. Reduce the amount of operational waste sent to landfill through avoidance and resource recovery

Direction 2 – Efficient and climate resilient buildings

1. Drive electrification of all buildings and reduce reliance on fossil gas
2. Support communities to reduce embodied carbon
3. Encourage community uptake of renewable electricity including onsite solar
4. Build water resilience through encouraging water efficiency in homes and businesses
5. Support renters' access to efficient and climate resilient homes

Direction 3 – Regenerative and inclusive city

1. Enhance and regenerate waterways and land through restorative practices and managing environmental risk
2. Support cultural, social and economic outcomes for Aboriginal and Torres Strait Islander people through environmental action
3. Improve walking, cycling and zero emissions transport for everyone
4. Provide inclusive access in the community to reduce, reuse and repair instead of buying new

Direction 4 – Strong foundations for delivery

1. Understand and manage our climate risk
2. Produce transparent reporting and inclusive communications
3. Use and share data to drive efficiency and clear decision making
4. Strengthen employee and community expertise to drive environmental outcomes

Greening Sydney strategy

Direction 1 – Turn grey to green

Action 1 – Achieve the targets

Action 2 – Greener laneways

Action 3 – Harness innovation, technology and inspiration

Direction 2 – Greening for all

Action 4 – Equitable greening distribution

Action 5 – Fair access to quality green spaces

Action 6 – Adapting for climate

Action 7 – Growing food locally

Direction 3 – Cool and calm spaces

Action 8 – Cool the hot spots

Action 9 – Calm green spaces

Action 10 – Celebrate water

Direction 4 – Greener buildings

Action 11 – Green Factor Score

Action 12 – Increase green roofs & walls

Action 13 – Planning ahead

Direction 5 – Nature in the city

Action 14 – Recognise and support Indigenous ecological knowledge

Action 15 – Strengthen urban nature protection measures

Action 16 – Urban ecology health check

Action 17 – Reconnecting with nature

Direction 6 – Greening together

Action 18 – Support community participation

Action 19 – Greening Sydney Fund

Action 20 – Increase our community engagement

Attachment 3: memberships

Environmental action is about conversations, research, setting policy, direct actions, investments and sharing experiences. We maintain many environmental sustainability memberships to enable us to contribute to the conversation, help improve common understanding and to learn, share and support others.

Our memberships that cover environmental, transport and waste related issues are local, regional and international. These include:

- Australian Sustainable Built Environment Council (ASBEC)
- Business Renewables Centre Australia
- C40 Cities
- Committee for Sydney
- Carbon Market Institute
- Carbon Neutral Cities Alliance (CNCA)
- Chargefox
- Climate Emergency Australia
- Committee for Economic Development Australia (CEDA)
- Council of Capital City Lord Mayors
- Energy Efficiency Council
- First Nations Affairs - The Climate Collective
- Green Building Council of Australia (GBCA)
- Global Covenant of Mayors
- Global Resilient Cities Network
- Impact Ecosystems Network
- Infrastructure Sustainability Council
- International Council for Local Environmental Initiatives
- Keep Australia Beautiful NSW
- Local Government NSW
- Materials and Embodied Carbon Leaders' Alliance (MECLA)
- Milan Urban Food Policy Pact
- National Australian Built Environment Ratings Steering Committee (NABERS)
- Property Council of Australia
- Smart Energy Council
- Southern Sydney Regional Organisation of Councils (SSROC)
- Supply Nation
- Sustainable Business Australia
- Waste Management and Resource Recovery Association

