

5 May 2025

At 2.00 pm

**Corporate, Finance, Properties and
Tenders Committee**

Agenda

- 1. Confirmation of Minutes**
- 2. Statement of Ethical Obligations and Disclosures of Interest**
- 3. 2024/25 Quarter 3 Review – Delivery Program 2022-2026**
- 4. Public Exhibition - Integrated Planning and Reporting Program and Budget 2025/26**
- 5. Investments Held as at 31 March 2025**
- 6. Investments Held as at 30 April 2025**
- 7. Public Exhibition - Grants and Sponsorship Guidelines**
- 8. Adoption - Stretch Reconciliation Action Plan 2025-2028**
- 9. Adoption - Investment Property Policy**
- 10. Audit Risk and Compliance Committee - Appointment of New Chair**
- 11. Continuing the Transformation of Central Sydney - Delivery of Town Hall Square**
- 12. Project Scope - Sydney Square Renewal**
- 13. Tender - T-2024-1323 - Comingled Recyclables Processing Service**

Disclaimer, Terms and Guidelines for Speakers at Council Committees

As part of our democratic process, the City invites members of the community to speak directly to Councillors during Committee meetings about items on the agenda.

Webcast

In accordance with the *City of Sydney Code of Meeting Practice*, Committee meetings are recorded and webcast live on the City of Sydney website at www.cityofsydney.nsw.gov.au.

Members of the public attending a council or committee meeting may have their image, voice and personal information (including name and address) recorded, publicly broadcast and archived for up to 12 months.

Consent

By attending a council or committee meeting, members of the public consent to this use of their image, voice and personal information.

Disclaimer

Statements made by individuals at a council or committee meeting, and which may be contained in a live stream or recording of the meeting are those of the individuals making them, and not of the City. To be clear, unless set out in a resolution of council, the City does not endorse or support such statements.

The City does not accept any liability for statements made or actions taken by individuals during a Council or Committee meeting that may be contrary to law, including discriminatory, defamatory or offensive comments. Such statements or actions are not protected by privilege and may be the subject of legal proceedings and potential liability, for which the City takes no responsibility.

Guidelines

To enable the Committee to hear a wide range of views and concerns within the limited time available, we encourage people interested in speaking at Committee to:

1. Register to speak by calling Secretariat on 9265 9702 or emailing secretariat@cityofsydney.nsw.gov.au before 10.00am on the day of the meeting.
2. Check the recommendation in the Committee report before speaking, as it may address your concerns so that you just need to indicate your support for the recommendation.
3. Note that there is a three minute time limit for each speaker (with a warning bell at two minutes) and prepare your presentation to cover your major points within that time.
4. Avoid repeating what previous speakers have said and focus on issues and information that the Committee may not already know.
5. If there is a large number of people interested in the same item as you, try to nominate three representatives to speak on your behalf and to indicate how many people they are representing.

Committee meetings can continue until very late, particularly when there is a long agenda and a large number of speakers. This impacts on speakers who have to wait until very late, as well as City staff and Councillors who are required to remain focused and alert until very late. At the start of each Committee meeting, the Committee Chair may reorder agenda items so that those items with speakers can be dealt with first.

Committee reports are available at www.cityofsydney.nsw.gov.au

Item 1.

Confirmation of Minutes

Minutes of the following meetings of the Corporate, Finance, Properties and Tenders Committee are submitted for confirmation:

Meeting of 31 March 2025

Item 2.**Statement of Ethical Obligations**

In accordance with section 233A of the Local Government Act 1993, the Lord Mayor and Councillors are bound by the Oath or Affirmation of Office made at the start of the Council term to undertake their civic duties in the best interests of the people of the City of Sydney and the City of Sydney Council and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act 1993 or any other Act, to the best of their ability and judgement.

Disclosures of Interest

Pursuant to the provisions of the Local Government Act 1993, the City of Sydney Code of Meeting Practice and the City of Sydney Code of Conduct, Councillors are required to disclose and manage both pecuniary and non-pecuniary interests in any matter on the agenda for this meeting.

In both cases, the nature of the interest must be disclosed.

This includes receipt of reportable political donations over the previous four years.

Item 3.

2024/25 Quarter 3 Review – Delivery Program 2022-2026

Document to Follow

Item 4.

**Public Exhibition – Integrated Planning and Reporting Program and Budget
2025/26**

Document to Follow

Item 5.

Investments Held as at 31 March 2025

File No: X020701

Summary

This report provides details of the City's investment portfolio and performance to 31 March 2025.

The City's total Investment and Cash position was \$735.2M at 31 March 2025, with investments earning interest of \$3.2M for the month.

Annual CPI inflation was 2.4% in the December quarter, down from 2.8% in the September quarter. This is the lowest annual inflation rate since the March 2021 quarter. Inflation has decreased more quickly than the Reserve Bank of Australia's (RBA) earlier forecasts, with core inflation currently at an annual rate that aligns with the RBA's target range of 2-3%. While global factors explain much of the variation in inflation, domestic factors also continue to play a role. Although inflation risks seem more balanced, RBA remains cautious about further rate cuts, cautioning against premature easing with the timing of any further reductions uncertain. Widespread upward pressures on prices remain in the economy due to strong demand, a tight labour market and capacity constraints in some sectors of the economy.

The RBA board lowered the cash rate by 25 basis points, to 4.10% on 18 February 2025. The majority of banks have predicted at least three more 25 basis point rate cuts in 2025 provided that the declining inflation trend continues. The financial institutions have reduced medium term deposit rates since the rate cut by the RBA in February 2025.

The City's cash and investments portfolio includes restricted funds in both internal (\$235.2M) and external (\$84.1M) cash reserves, to satisfy the City's legislative responsibilities and to set aside specific amounts for major initiatives within the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 Continuing the Vision. Key commitments within the City's Long Term Financial Plan include public domain works in the CBD, infrastructure and community facilities in the Green Square urban renewal area and commercial property and open space acquisitions. The balance of investment funds represents working capital and funding required for the City's operating and capital expenditure commitments.

The City achieved an annualised monthly return of 4.92% for March, which remains above the 30-Day Bank Bill Rate (BBR) of 4.09%, the latest AusBond Monthly Bank Bill Index of 4.20% and the enhanced benchmark of 4.54% (BBR + 0.45%).

Since 2015, the City has utilised an additional strategic benchmark rate to measure its investment performance by exceeding the 30 day benchmark returns, by at least 45 additional basis points (0.45% p.a.). The 45 basis point increase is based on observed historical average increased credit spreads (or margins) over bank bill rates on offer in relation to 30–90 day investments.

The City's annual rolling return of 4.99% continues to exceed the 12-month average 30 Day Bank Bill Rate of 4.28%, the latest AusBond 12 Month Average Bank Bill Index of 4.46% and the enhanced benchmark of 4.73% (BBR + 0.45%). The benchmarks were endorsed in the revised Investment Strategy approved by Council in November 2024.

In March 2025 the City invested \$25M in a new product – a Social Tailored Deposit with Westpac which aligns with the Socially Responsible Investment principles set out in the City's Investment Policy. The City of Sydney is one of three cornerstone investors in this product. The product has been independently certified to meet the International Capital Market Association (ICMA) Social Bond Principles while not compromising its credit risk. These Social Tailored Deposits are associated with a defined pool of eligible assets which may include affordable housing, public education and/or healthcare assets along with transport services to disadvantaged areas. These investments will be independently certified annually.

It is worth noting that Council's investment opportunities are constrained by a combination of legislation, regulation and any directions and guidelines issued by the Minister for the Office of Local Government. These guidelines were developed, in large part, as response to the Global Financial Crisis and its impact on the local government sector's investments. They effectively limit the City's investment profile to something similar to a cash managed fund, which generally produce lower returns but provide a high level of security. The City's returns from the investment portfolio remain in line with cash managed funds in the market.

This report includes graphs demonstrating that the City's liquidity profile continues to satisfy the requirements of the Policy, and charts that identify the distribution of the City's portfolio across credit ratings, investment product types and financial institutions. Charts depicting the City's portfolio returns over and above both the 90-day Bloomberg AusBond and 30-day Bank Bill Rate benchmarks have also been included to provide further insight into the City's total investment portfolio performance.

The structure of the City's investment portfolio continues to reflect the conservative approach outlined in the Investment Policy and Strategy, which remains appropriate for the current global and domestic economic conditions. The Policy and Strategy also maintain the City's commitment to sustainable investments where returns and risks are equivalent, under the environmentally and socially responsible investment criteria.

Recommendation

It is resolved that the Investment Report as at 31 March 2025 be received and noted.

Attachments

Attachment A. Register of Investments and Cash as at 31 March 2025

Attachment B. Investment Performance as at 31 March 2025

Background

1. In accordance with the principles of sound financial management, cash that is surplus to the City's immediate requirements is invested within acceptable risk parameters to optimise interest income while ensuring the security of these funds.
2. Surplus cash is only invested in authorised investments that comply with governing legislation and the City's Investment Policy and Strategy. The benchmark performance goal of the City's Investment Policy and Strategy is to surpass the 30 Days Bank Bill Rate (BBR) by 45 basis points while performance also continues to be measured against the Bloomberg AusBond Bank Bill Index.
3. The City's total Investment and Cash position as at 31 March 2025 was \$735.2M, a decrease of \$26.7M from 28 February 2025. The monthly movement reflects capital works expenditure and other operational payments for the period exceeding operating income. A schedule detailing all of the City's investments as at the end of March 2025 is provided at Attachment A.
4. A substantial portion of the City's cash and investments portfolio is held as internally restricted (\$235.2M) or externally restricted (\$84.1M) cash reserves, to satisfy the City's legislative responsibilities and to set aside specific funds for major initiatives within the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 Continuing the Vision.
5. Key commitments within the City's Long Term Financial Plan include public domain works in the CBD, infrastructure and community facilities in the Green Square urban renewal area and the acquisition of commercial property and open space. The balance of investment funds represents working capital and funding required for the City's operating and other capital expenditure commitments.
6. The City achieved an annualised monthly return of 4.92% for March which remains above the 30-Day Bank Bill Rate (BBR) of 4.09%, the latest AusBond Bank Bill Index of 4.20% and the enhanced benchmark of 4.54% (BBR + 0.45%).
7. Since 2015, the City has utilised an additional strategic benchmark rate to measure its investment performance by exceeding the 30 day benchmark returns, by at least 45 additional basis points (0.45% p.a.). The 45 basis point increase is based on observed historical average increased credit spreads (or margins) over bank bill rates on offer in relation to 30 to 90 day investments.
8. The City's annual rolling return of 4.99% continues to exceed the 12 month average 30 Day Bank Bill Rate of 4.28%, the latest AusBond Bank Bill Index of 4.46% and the enhanced benchmark of 4.73% (BBR + 0.45%). The benchmarks were endorsed in the revised Investment Strategy approved by Council in November 2024.
9. The City aims to achieve returns equal to or above these benchmark rates for the period. However, this achievement remains secondary to the critical strategies of maintaining a prudent and conservative risk profile and ensuring adequate liquidity for operational purposes.

10. It is worth noting Council's investment opportunities are constrained by a combination of legislation, regulation and any directions and guidelines issued by the Minister or the Office of Local Government. These guidelines were developed, in large part, as a response to the Global Financial Crisis and its impact on the local government sectors investments. They effectively limit the City's investment profile to something similar to a cash managed fund, which produces lower returns but provides a high level of security.
11. Annual CPI inflation was 2.4% in the December quarter, down from 2.8% in the September quarter. This is the lowest annual inflation rate since the March 2021 quarter. The RBA's preferred inflation measure, the 'trimmed mean', is at 3.2%. The trimmed mean is the measure of inflation after excluding the largest price changes and focusing on the weighted average of the middle 70% of items with the basket of goods used. While global factors explain much of the variation in inflation, domestic factors also continue to play a role. Widespread upward pressures on prices remain in the economy due to strong demand, a tight labour market and capacity constraints in some sectors of the economy.
12. The RBA board lowered the cash rate by 25 basis points, to 4.10% on 18 February 2025. Returning inflation to 2-3% target range within a reasonable time frame has always remained RBA's highest priority. RBA will continue to base its decisions on data and an ongoing evaluation of risks. It closely monitors global economic and financial market developments, domestic demand trends, and the outlook for inflation and the labour market.
13. The majority of banks have predicted at least three more 25 basis point rate cuts in 2025 from the current cash rate of 4.10%, provided that the declining inflation trend continues. The financial institutions reduced medium term deposit rates since the rate cut by the RBA.
14. The report includes graphs depicting the City's portfolio returns over and above both the 90-day Bloomberg AusBond, and 30-day Bank Bill Rate benchmarks, to provide further insight into the City's total investment portfolio performance.
15. The structure of the City's investment portfolio continues to reflect the conservative approach outlined in the Investment Policy and Strategy which was last revised and approved by Council in December 2024 remains appropriate for the current global and domestic economic conditions.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

16. The City's investments accord with all legislative and policy requirements, as detailed below, and aim to achieve returns above minimum benchmark rates.

Risks

17. This investment approach is within the City's risk appetite, which states:
- The City has a responsibility to ensure that it has sufficient resources in the short, medium and long term to provide the levels of service that are both affordable and considered appropriate by the community.
 - We maintain a cautious appetite to financial risks, aiming to minimise the likelihood and impact of significant financial losses.
 - We prioritise the protection of our financial resources and our long-term financial sustainability. We strive to ensure that our financial decisions are well informed, based on sound financial analysis and are aligned with our strategic objectives.

Financial Implications

18. The City's investments earned interest of \$3.2M for the month of March 2025, slightly above the monthly budgeted earnings of \$2.8M. The interest income forecast for the 2024/25 financial year is \$40.0M.

Relevant Legislation

19. Council is authorised to invest its surplus cash under section 625 of the Local Government Act 1993.
20. The Local Government (General) Regulation 2021 (section 212) requires the City to provide a written monthly report of all monies invested, under section 625 of the Act.
21. The Investment Policy and Strategy was last revised in November 2024, maintaining Council's commitment to give preference to sustainable investments where returns and risks are equivalent to other investments.
22. The City's investments accord with the Minister's Investment Order, the Office of Local Government's Investment Policy Guidelines, and the City's own Investment Policy and Strategy as adopted by Council on 25 November 2024.

Critical Dates / Time Frames

23. A monthly investment report must be submitted for Council's information and review within the following month.

Public Consultation

24. Consultation is regularly undertaken with a number of financial institutions and investment advisers to consider options and ensure the City continues to maximise its investment return within appropriate legislative and risk parameters.
25. City staff meet regularly with representatives of the 'Big 4' banks and NSW TCorp. At these meetings City staff actively advocate for Socially Responsible Investment (SRI) opportunities.
26. The banks acknowledge the appetite in the market for these products and they continue to investigate the development of suitable products, however it has been challenging to match the level of funds to available Socially Responsible Investment opportunities that meet the credit risk and maturity profile requirements of the City.
27. As noted in previous Investment Reports, Westpac were able to bring a Green Tailored Deposit product to market, which delivers a comparable return while achieving the City's preferred outcomes. The City currently holds \$65.0M in thirteen tranches with this Green Tailored deposit.
28. The City currently holds \$5.0M in a sustainability bond/FRN with Bank Australia due to mature on 24 November 2025 and an additional \$4.5M, invested in February 2023 and due to mature on 22 February 2027. This is based on an investment framework that is in line with the 2021 versions of the ICMA Green Bond Principles (GBP), Social Bond Principles (SBP) and Sustainability Bond Guidelines (SBG). This Socially Responsible investment opportunity meets both the credit risk and maturity profile requirements of the City.
29. In March the City invested \$25M in a new product – a Social Tailored Deposit with Westpac which aligns with the Socially Responsible Investment principles set out in the City's Investment Policy. The City of Sydney is one of three cornerstone investors in this product. The product has been independently certified to meet the International Capital Market Association (ICMA) Social Bond Principles while not compromising its credit risk. These Social Tailored Deposits are associated with a defined pool of eligible assets which may include affordable housing, public education and/or healthcare assets along with transport services to disadvantaged areas. These investments will be independently certified annually.
30. As per the investment policy and strategy endorsed by Council in November 2024, the City continues to explore opportunities for supporting environmentally and socially responsible investments within these constraints. The City will continue to encourage and give preference to these investments where they comply with the Ministerial Investment Order and satisfy the Council's policy and investment objectives. The investment climate is changing over time, and the City notes that many large-scale renewable projects are expected to evolve, which may result in additional sustainable investment offers in the medium-to-date long term.

JEAN-MICHEL CARRIERE

Executive Director Finance and Procurement

Attachment A

Register of Investments and Cash as at 31 March 2025
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Register of Investments and Cash for March 2025 period									
Institution	Rating	Face Value \$	Amortised Value \$	Monthly Net Returns	Monthly Net Return Annualised	Net Returns Rolling 12 Months	Maturity Date	Investment Date	Term (months)
Call Account & General Fund									
Westpac Bank- General Fund (Interest bearing)	AA-	33,874,665.25	33,874,665.25	0.35%	4.20%	4.20%	1-Apr-25	31-Mar-25	0
Commonwealth Bank	AA-	15,585,420.81	15,585,420.81	0.34%	4.10%	4.10%	1-Apr-25	31-Mar-25	0
Total		49,460,086.06	49,460,086.06	0.35%	4.17%	4.17%			
Term Deposits (TD)									
ING Bank	A+	5,000,000.00	5,000,000.00	0.43%	5.19%	5.19%	1-Apr-25	19-Feb-24	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.43%	5.19%	5.19%	4-Apr-25	20-Feb-24	13
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.42%	5.05%	5.05%	22-Apr-25	30-Sep-24	7
ING Bank	A+	5,000,000.00	5,000,000.00	0.43%	5.18%	5.18%	22-Apr-25	22-Feb-24	14
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.42%	5.05%	5.05%	20-May-25	8-Apr-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.42%	5.06%	5.06%	23-May-25	9-Apr-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.44%	5.25%	5.25%	27-May-25	15-May-24	12
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.44%	5.31%	5.31%	6-Jun-25	3-May-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.44%	5.25%	5.25%	10-Jun-25	15-May-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.44%	5.22%	5.22%	13-Jun-25	16-May-24	13
Northern Territory Treasury Corporation- Fixed Rate Bond- Annual	AA	5,000,000.00	5,000,000.00	0.08%	0.90%	0.90%	15-Jun-25	9-Feb-21	52
Northern Territory Treasury Corporation- Fixed Rate Bond- Annual	AA	5,000,000.00	5,000,000.00	0.08%	0.90%	0.90%	15-Jun-25	5-Feb-21	52
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.44%	5.22%	5.22%	17-Jun-25	16-May-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.43%	5.19%	5.19%	20-Jun-25	20-May-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.44%	5.28%	5.28%	24-Jun-25	31-May-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.44%	5.28%	5.28%	27-Jun-25	31-May-24	13
Suncorp Bank	A+	5,000,000.00	5,000,000.00	0.44%	5.25%	5.25%	1-Jul-25	3-Jun-24	13
Suncorp Bank	A+	5,000,000.00	5,000,000.00	0.44%	5.25%	5.25%	4-Jul-25	3-Jun-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.43%	5.20%	5.20%	8-Jul-25	6-Jun-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.44%	5.23%	5.23%	11-Jul-25	12-Jun-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.45%	5.45%	5.45%	15-Jul-25	1-Jul-24	12
Bank of Queensland	A+	5,000,000.00	5,000,000.00	0.41%	4.90%	4.90%	18-Jul-25	16-Sep-24	10
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.46%	5.46%	5.46%	18-Jul-25	2-Jul-24	12
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.45%	5.44%	5.44%	22-Jul-25	3-Jul-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.45%	5.44%	5.44%	25-Jul-25	3-Jul-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.45%	5.44%	5.44%	1-Aug-25	4-Jul-24	13
Westpac Banking Corporation	AA-	5,000,000.00	5,000,000.00	0.45%	5.38%	5.38%	5-Aug-25	5-Jul-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.45%	5.39%	5.39%	8-Aug-25	10-Jul-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.45%	5.44%	5.44%	12-Aug-25	12-Jul-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.45%	5.40%	5.40%	15-Aug-25	24-Jul-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.44%	5.30%	5.30%	19-Aug-25	29-Jul-24	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.42%	5.07%	5.07%	22-Aug-25	2-Aug-24	13
ING Bank	A+	4,000,000.00	4,000,000.00	0.41%	4.93%	4.93%	26-Aug-25	4-Sep-24	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.95%	4.95%	2-Sep-25	6-Aug-24	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.95%	4.95%	5-Sep-25	6-Aug-24	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.42%	5.00%	5.00%	23-Sep-25	13-Aug-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.41%	4.90%	4.90%	26-Sep-25	6-Sep-24	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.41%	4.97%	4.97%	7-Oct-25	9-Oct-24	12
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.40%	4.80%	4.80%	14-Oct-25	23-Aug-24	14
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.41%	4.90%	4.90%	21-Oct-25	29-Aug-24	14
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.41%	4.90%	4.90%	24-Oct-25	29-Aug-24	14
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.41%	4.90%	4.90%	28-Oct-25	30-Aug-24	14
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.41%	4.90%	4.90%	31-Oct-25	30-Aug-24	14
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.41%	4.91%	4.91%	11-Nov-25	2-Sep-24	14
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.41%	4.92%	4.92%	18-Nov-25	3-Sep-24	14
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.41%	4.92%	4.92%	21-Nov-25	3-Sep-24	15
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.70%	4.70%	25-Nov-25	17-Sep-24	14
Suncorp Bank	A+	5,000,000.00	5,000,000.00	0.42%	5.00%	5.00%	2-Dec-25	19-Dec-24	11
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.64%	4.64%	5-Dec-25	4-Mar-25	9
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.70%	4.70%	12-Dec-25	5-Mar-25	9
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.65%	4.65%	16-Dec-25	10-Mar-25	9
Suncorp Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.76%	4.76%	6-Jan-26	31-Jan-25	11
Suncorp Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.96%	4.96%	9-Jan-26	22-Jan-25	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.75%	4.75%	13-Jan-26	3-Feb-25	11
Suncorp Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.96%	4.96%	16-Jan-26	22-Jan-25	12
Suncorp Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.75%	4.75%	20-Jan-26	3-Feb-25	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.75%	4.75%	23-Jan-26	4-Feb-25	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.75%	4.75%	27-Jan-26	5-Feb-25	12
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.70%	4.70%	10-Feb-26	5-Mar-25	11
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.63%	4.63%	17-Feb-26	4-Mar-25	11
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.63%	4.63%	20-Feb-26	28-Feb-25	12
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.63%	4.63%	27-Feb-26	27-Feb-25	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.81%	4.81%	6-Mar-26	19-Feb-25	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.81%	4.81%	10-Mar-26	18-Feb-25	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.81%	4.81%	13-Mar-26	17-Feb-25	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.81%	4.81%	17-Mar-26	17-Feb-25	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.81%	4.81%	20-Mar-26	20-Feb-25	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.80%	4.80%	24-Mar-26	25-Feb-25	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.96%	4.96%	24-Mar-26	27-Mar-24	24
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.63%	4.63%	27-Mar-26	26-Feb-25	13
Suncorp Bank	A+	5,000,000.00	5,000,000.00	0.39%	4.71%	4.71%	17-Apr-26	19-Mar-25	13
Suncorp Bank	A+	5,000,000.00	5,000,000.00	0.39%	4.71%	4.71%	21-Apr-26	19-Mar-25	13
Westpac Banking Corporation - Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.41%	4.91%	5.19%	9-Sep-25	7-Aug-24	13
Westpac Banking Corporation - Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.41%	4.90%	5.22%	12-Sep-25	7-Aug-24	13
Westpac Banking Corporation - Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.41%	4.92%	5.19%	16-Sep-25	8-Aug-24	13
Westpac Banking Corporation - Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.41%	4.92%	5.20%	19-Sep-25	12-Aug-24	13
Westpac Banking Corporation - Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.41%	4.91%	5.18%	26-Sep-25	13-Aug-24	13
Westpac Banking Corporation - Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.41%	4.92%	5.19%	30-Sep-25	16-Aug-24	13
Westpac Banking Corporation - Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.43%	5.19%	5.20%	3-Oct-25	20-Aug-24	13
Westpac Banking Corporation - Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.43%	5.18%	5.19%	7-Oct-25	21-Aug-24	14
Westpac Banking Corporation - Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.43%	5.16%	5.19%	10-Oct-25	22-Aug-24	14
Westpac Banking Corporation - Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.41%	4.92%	5.14%	4-Nov-25	30-Aug-24	14
Westpac Banking Corporation - Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.41%	4.92%	5.14%	7-Nov-25	30-Aug-24	14
Westpac Banking Corporation - Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.42%	5.00%	5.15%	14-Nov-25	2-Sep-24	14
Westpac Banking Corporation - Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.41%	4.93%	5.13%	25-Nov-25	1-Oct-24	14
Westpac Banking Corporation (0.71% Fixed 2 years & 90 days BBSW + 50 points)	AA-	5,000,000.00	5,000,000.00	0.38%	4.60%	4.85%	18-Jun-26	18-Jun-21	60
Term Deposits (TD) 'Social Tailored Deposits'									
Westpac Banking Corporation - Social Deposit- (At Maturity)	AA-	5,000,000.00	5,000,000.00	0.38%	4.53%	4.53%	19-Dec-25	17-Mar-25	9
Westpac Banking Corporation - Social Deposit- (At Maturity)	AA-	5,000,000.00	5,000,000.00	0.38%	4.53%	4.53%	23-Dec-25	17-Mar-25	9
Westpac Banking Corporation - Social Deposit- (3 Months BBSW + 68 points)	AA-	5,000,000.00	5,000,000.00	0.40%	4.80%	4.80%	7-Apr-26	17-Mar-25	13
Westpac Banking Corporation - Social Deposit- (3 Months BBSW + 68 points)	AA-	5,000,000.00	5,000,000.00	0.40%	4.80%	4.80%	10-Apr-26	17-Mar-25	13
Westpac Banking Corporation - Social Deposit- (3 Months BBSW + 68 points)	AA-	5,000,000.00	5,000,000.00	0.40%	4.78%	4.78%	14-Apr-26	18-Mar-25	13

Register of Investments and Cash for March 2025 period										
Institution	Rating	Face Value \$	Amortised Value \$	Monthly Net Returns	Monthly Net Return Annualised	Net Returns Rolling 12 Months	Maturity Date	Investment Date	Term (months)	
Term Deposits (TD) 'Green Tailored Deposits'										
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 85 points)	AA-	5,000,000.00	5,000,000.00	0.42%	4.98%	5.18%	8-Apr-25	21-Feb-24	14	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 85 points)	AA-	5,000,000.00	5,000,000.00	0.42%	4.98%	5.18%	11-Apr-25	21-Feb-24	14	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 85 points)	AA-	5,000,000.00	5,000,000.00	0.43%	5.20%	5.23%	15-Apr-25	22-Feb-24	14	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 85 points)	AA-	5,000,000.00	5,000,000.00	0.41%	4.97%	5.18%	17-Apr-25	27-Feb-24	14	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 85 points)	AA-	5,000,000.00	5,000,000.00	0.42%	4.99%	5.18%	29-Apr-25	23-Feb-24	14	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 85 points)	AA-	5,000,000.00	5,000,000.00	0.42%	5.07%	5.25%	2-May-25	4-Mar-24	14	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.44%	5.25%	5.23%	6-May-25	5-Mar-24	14	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.44%	5.23%	5.22%	9-May-25	6-Mar-24	14	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.43%	5.21%	5.20%	13-May-25	2-Apr-24	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 80 points)	AA-	5,000,000.00	5,000,000.00	0.43%	5.21%	5.20%	16-May-25	2-Apr-24	13	
Westpac Banking Corporation - Green Tailored Deposit - (Annual Interest)	AA-	5,000,000.00	5,000,000.00	0.43%	5.10%	5.10%	30-May-25	15-Apr-24	13	
Westpac Banking Corporation - Green Tailored Deposit - (Annual Interest)	AA-	5,000,000.00	5,000,000.00	0.43%	5.13%	5.13%	3-Jun-25	16-Apr-24	14	
Westpac Banking Corporation - Green Tailored Deposit -(4.98% fixed 1 year & 3 months BBSW +78 bps 2 years)	AA-	5,000,000.00	5,000,000.00	0.42%	4.98%	4.98%	2-Apr-27	3-Apr-24	36	
Total		519,000,000.00	519,000,000.00	0.41%	4.92%	4.95%				
Floating Rate Notes (FRN)										
Suncorp Bank (90 days BBSW + 112 points)	A+	1,500,000.00	1,500,000.00	0.45%	5.44%	5.52%	24-Apr-25	27-Apr-20	60	
Suncorp Bank (90 days BBSW + 83 points) - Covered Bond	A+	2,200,000.00	2,200,000.00	0.43%	5.17%	5.23%	17-Oct-25	17-Oct-22	36	
Great Southern Bank (3months BBSW + 158 points)	BBB+	4,000,000.00	4,000,000.00	0.47%	5.70%	5.97%	1-Dec-25	1-Dec-22	36	
Macquarie Bank (3 months BBSW + 48 points)	A+	5,000,000.00	5,000,000.00	0.38%	4.59%	4.88%	9-Dec-25	9-Dec-20	60	
Suncorp Bank (90 days BBSW + 45 points)	A+	2,100,000.00	2,100,000.00	0.38%	4.59%	4.78%	24-Feb-26	24-Feb-21	60	
Newcastle Greater Mutual Group Ltd (90 days BBSW + 63 points)	BBB+	5,000,000.00	5,000,000.00	0.40%	4.75%	5.01%	4-Mar-26	4-Mar-21	60	
Bendigo & Adelaide Bank (90 days BBSW + 125 points)	A-	4,500,000.00	4,500,000.00	0.45%	5.42%	5.59%	15-May-26	15-May-23	36	
Suncorp Bank (90 days BBSW + 105 points)	A+	4,000,000.00	4,000,000.00	0.43%	5.22%	5.38%	18-May-26	18-May-23	36	
Bendigo & Adelaide Bank (90 days BBSW + 65 points)	A-	5,000,000.00	5,000,000.00	0.40%	4.75%	5.05%	18-Jun-26	18-Jun-21	60	
Macquarie Bank (3 months BBSW + 85 points)	A+	4,000,000.00	4,000,000.00	0.41%	4.97%	5.25%	14-Sep-26	14-Sep-23	36	
Suncorp Bank (90 days BBSW + 48 points)	A+	3,750,000.00	3,750,000.00	0.38%	4.60%	4.88%	15-Sep-26	15-Sep-21	60	
Bank of Queensland (90 days BBSW + 80 points)	BBB+	3,000,000.00	3,000,000.00	0.43%	5.10%	5.20%	27-Oct-26	27-Oct-21	60	
Commonwealth Bank (3 month BBSW + 70 points)	AA-	3,250,000.00	3,250,000.00	0.42%	5.04%	5.10%	14-Jan-27	14-Jan-22	60	
Westpac Banking Corporation (90 days BBSW + 70 points)	AA-	3,900,000.00	3,900,000.00	0.42%	5.00%	5.09%	25-Jan-27	18-Jan-22	60	
Suncorp Bank (90 days BBSW + 78 points)	A+	4,500,000.00	4,500,000.00	0.42%	5.08%	5.17%	25-Jan-27	17-Jan-22	60	
Great Southern Bank (3months BBSW + 165 points)	BBB+	2,500,000.00	2,500,000.00	0.49%	5.85%	6.01%	9-Feb-27	9-Feb-23	48	
Newcastle Greater Mutual Group Ltd (90 days BBSW + 100 points)	BBB+	2,250,000.00	2,250,000.00	0.43%	5.20%	5.35%	10-Feb-27	3-Feb-22	60	
National Australia Bank (90 days BBSW + 72 points)	AA-	4,000,000.00	4,000,000.00	0.40%	4.85%	5.04%	25-Feb-27	25-Feb-22	60	
ING Bank- (3 months BBSW + 95 points)	A+	1,500,000.00	1,500,000.00	0.42%	5.07%	5.36%	22-Mar-27	22-Mar-24	36	
ANZ Bank (90 day BBSW + 97 points)	AA-	4,000,000.00	4,000,000.00	0.43%	5.18%	5.33%	12-May-27	12-May-22	60	
Bendigo and Adelaide Bank (90 days BBSW + 100 points)	A-	2,000,000.00	2,000,000.00	0.43%	5.20%	5.35%	14-May-27	14-May-24	36	
Westpac Banking Corporation (90 days BBSW + 105 points)	A+	4,000,000.00	4,000,000.00	0.43%	5.20%	5.39%	20-May-27	20-May-22	60	
Suncorp Bank (3 months BBSW + 110 points)	A+	3,750,000.00	3,750,000.00	0.44%	5.24%	5.43%	24-May-27	24-Nov-23	42	
National Australia Bank (3 months BBSW + 73 points)	AA-	4,000,000.00	4,000,000.00	0.42%	5.05%	5.09%	18-Oct-27	18-Oct-24	36	
Great Southern Bank (3months BBSW + 103 points)	BBB+	2,400,000.00	2,400,000.00	0.44%	5.25%	5.36%	1-Nov-27	1-Nov-24	36	
ANZ Bank (90 days BBSW + 120 points)	AA-	4,000,000.00	4,000,000.00	0.45%	5.43%	5.57%	4-Nov-27	4-Nov-22	60	
Westpac Banking Corporation (90 days BBSW + 123 points)	AA-	5,000,000.00	5,000,000.00	0.45%	5.42%	5.58%	11-Nov-27	11-Nov-22	60	
National Australia Bank (90 days BBSW + 120 points)	AA-	4,200,000.00	4,200,000.00	0.44%	5.33%	5.52%	25-Nov-27	25-Nov-22	60	
Suncorp Bank (3months BBSW + 125points)	A+	2,700,000.00	2,700,000.00	0.45%	5.37%	5.65%	14-Dec-27	14-Dec-22	60	
ANZ Bank (90 days BBSW + 106 points)	AA-	4,000,000.00	4,000,000.00	0.43%	5.18%	5.48%	31-Mar-28	31-Mar-23	60	
Suncorp Bank (3 months BBSW + 105 points)	A+	3,000,000.00	3,000,000.00	0.45%	5.41%	5.45%	12-Jul-28	12-Jul-23	60	
Commonwealth Bank (3 month BBSW + 95 points)	AA-	3,000,000.00	3,000,000.00	0.43%	5.12%	5.29%	17-Aug-28	17-Aug-23	60	
ANZ Bank (90 days BBSW + 93 points)	AA-	3,500,000.00	3,500,000.00	0.42%	5.05%	5.33%	11-Sep-28	11-Sep-23	60	
Bendigo & Adelaide Bank (90 days BBSW + 96 points)	A-	1,500,000.00	1,500,000.00	0.44%	5.28%	5.31%	24-Oct-28	24-Oct-24	48	
National Australia Bank (3 months BBSW + 103 points)	AA-	4,000,000.00	4,000,000.00	0.43%	5.20%	5.37%	16-Nov-28	16-Nov-23	60	
Westpac Banking Corporation (3 months BBSW + 100 points)	AA-	4,000,000.00	4,000,000.00	0.45%	5.35%	5.39%	15-Jan-29	15-Jan-24	60	
ANZ Bank (90 days BBSW + 96 points)	AA-	3,500,000.00	3,500,000.00	0.43%	5.17%	5.33%	5-Feb-29	5-Feb-24	60	
National Australia Bank (3 months BBSW + 90 points)	AA-	3,500,000.00	3,500,000.00	0.42%	5.02%	5.31%	22-Mar-29	22-Mar-24	60	
ANZ Bank (90 days BBSW + 86 points)	AA-	4,000,000.00	4,000,000.00	0.41%	4.96%	5.25%	18-Jun-29	18-Jun-24	60	
ING Bank (90 days BBSW + 102 points)	A+	4,500,000.00	4,500,000.00	0.43%	5.17%	5.35%	20-Aug-29	20-Aug-24	60	
Suncorp Bank (3 months BBSW + 92 points)	A+	4,000,000.00	4,000,000.00	0.42%	5.04%	5.30%	27-Sep-29	27-Sep-24	60	
National Australia Bank (3 months BBSW + 82 points)	AA-	2,750,000.00	2,750,000.00	0.42%	5.02%	5.16%	14-Nov-29	14-Nov-24	60	
Commonwealth Bank (3 month BBSW + 84 points)	AA-	2,000,000.00	2,000,000.00	0.43%	5.18%	5.18%	9-Jan-30	9-Jan-25	60	
Newcastle Permanent Building Society (90 days BBSW + 125 points)	BBB+	4,000,000.00	4,000,000.00	0.46%	5.57%	5.57%	21-Jan-30	21-Jan-25	60	
National Australia Bank (3 months BBSW + 82 points)	AA-	4,000,000.00	4,000,000.00	0.41%	4.92%	4.92%	18-Mar-30	18-Mar-25	60	
Floating Rate Notes (FRN) 'Green/Climate Bonds/Sustainability Bond'										
Bank Australia - Sustainability Bond (3 months BBSW + 160 points)	BBB+	5,000,000.00	5,000,000.00	0.48%	5.74%	5.93%	24-Nov-25	24-Nov-22	36	
Bank Australia - Sustainability Bond (3months BBSW + 155 points)	BBB+	4,500,000.00	4,500,000.00	0.47%	5.69%	5.88%	22-Feb-27	22-Feb-23	48	
Total		166,750,000.00	166,750,000.00	0.43%	5.17%	5.34%				
Total Investments		735,210,086.06	735,210,086.06	0.41%	4.92%	4.99%				
Benchmark: 30 Day Bank Bill Index				0.34%	4.09%	4.28%				
Benchmark: Bloomberg AusBond Bank Bill Index				0.35%	4.20%	4.46%				
TOTAL INVESTMENTS & CASH		735,210,086.06	735,210,086.06							
Note:										
Total Investments & cash- as per investment report		735,210,086.06								
IGS Sinking Fund Balance - as at March 2025		2,723,627.65								
Net reconciling amount - closing Bank Balance (per register above) and closing General Ledger account balance (timing difference)		-1,821,166.42								
Total Investments & cash - as per general ledger balance		736,112,547.29								

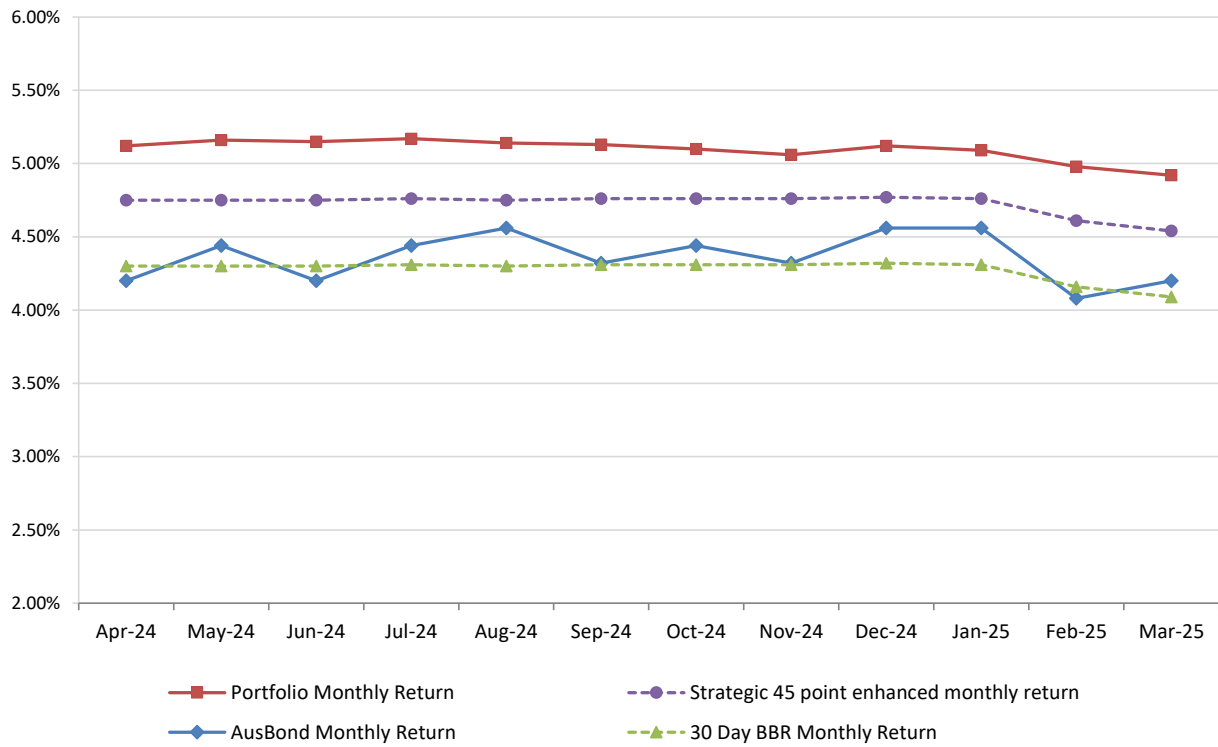
Summary of Net Investment Movements - March 2025			
Financial Institution	Fund Rating	Net Investment/(Reduction) Amount \$	Commentary
<u>General Fund & Call Account</u>			
Westpac Banking Corporation- General Fund	AA-	(41,000,000)	Additional funds received in February from rates income were allocated to the General Fund to prepare for the purchase of Social Tailored Deposits.
<u>Term Deposits (TDs)</u>			
ING Bank	A+	(5,000,000)	Investments that matured in March were further reinvested or used for monthly operational activities
National Australia Bank	AA-	(25,000,000)	
Suncorp Bank	A+	(5,000,000)	
Bank of Queensland	A-	20,000,000	New deposits were made using the proceeds from matured investments, and from additional income received. \$25M was invested in Social Tailored Deposit with Westpac, first of its kind in the market, with City of Sydney
Westpac Banking Corporation	AA-	25,000,000	
<u>Floating Rate Note</u>			
National Australia Bank	AA-	4,000,000	New floating rate note purchased using the proceeds from matured investments, and from additional income received

Attachment B

**Investment Performance
as at 31 March 2025**

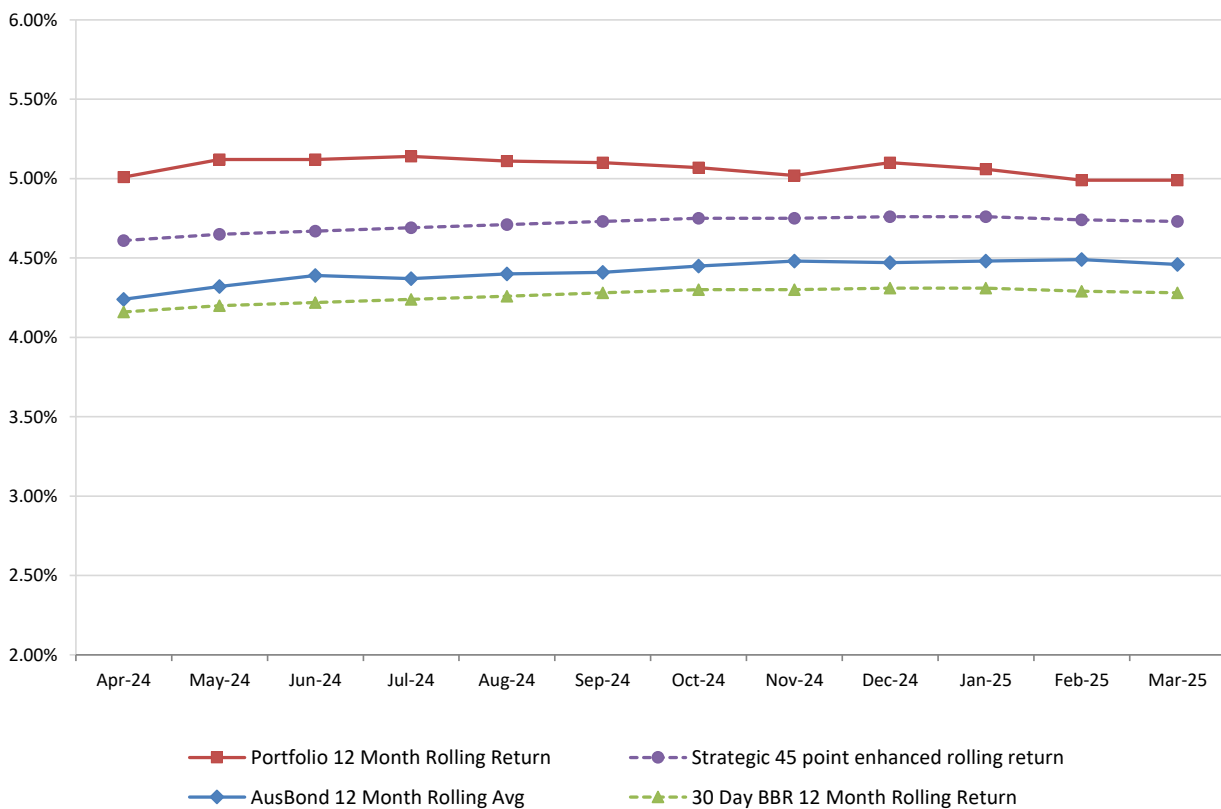
Monthly Results

Actual Portfolio vs Strategic Enhanced Benchmark vs AusBond Benchmark vs 30 Day BBR Benchmark March 2025

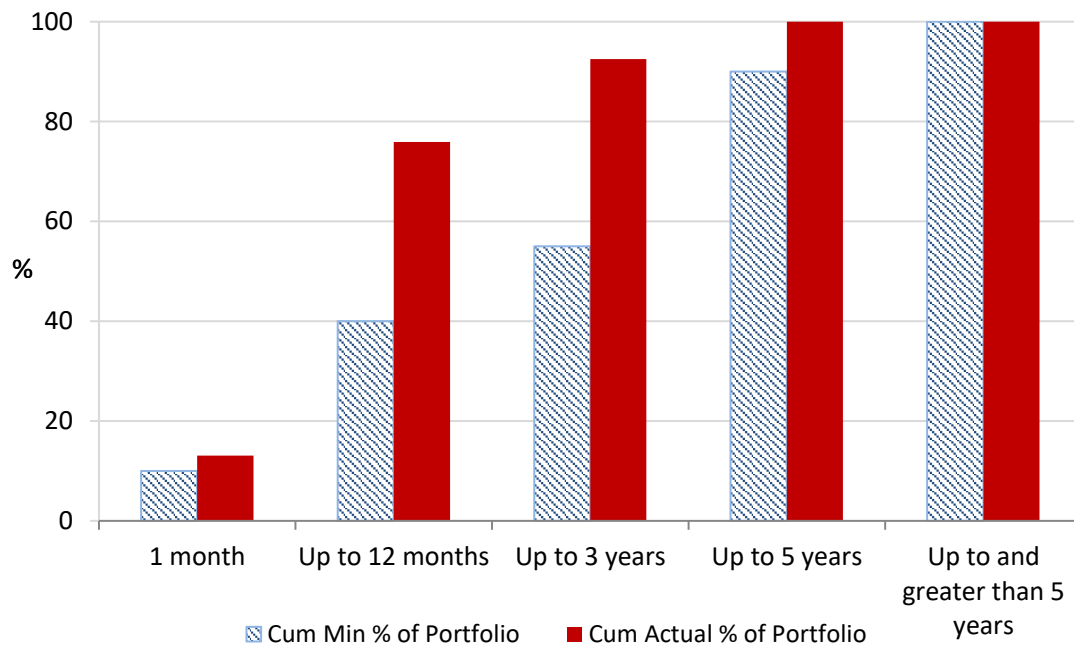


12 Month Rolling Averages

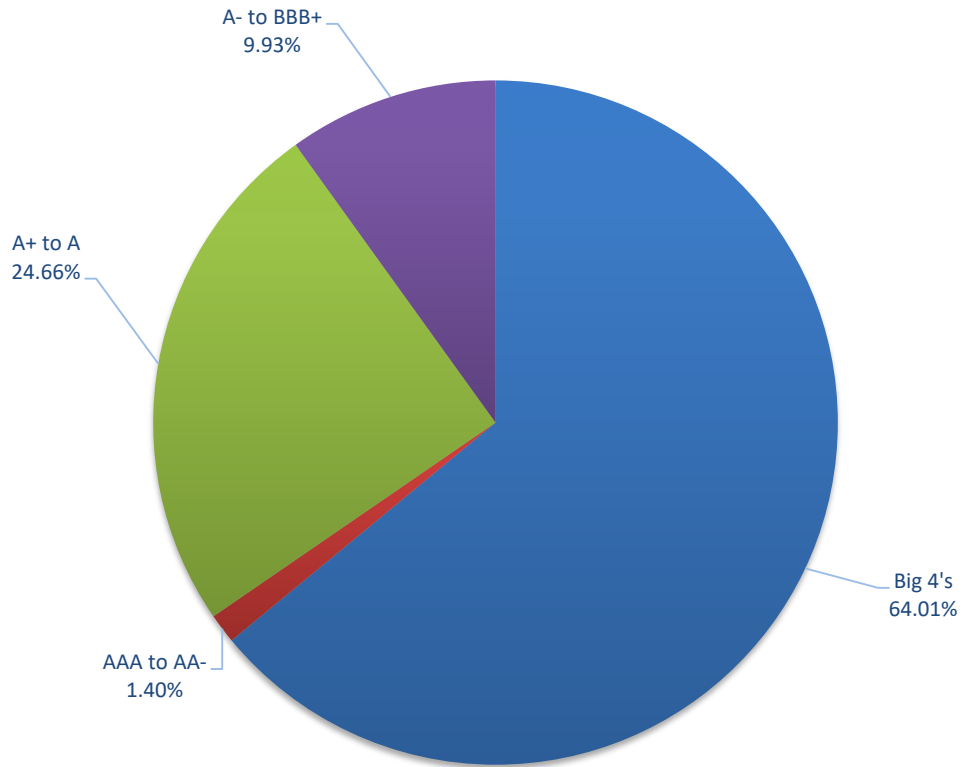
Actual Portfolio vs Strategic Enhanced Benchmark vs AusBond Benchmark vs 30 Day BBR Benchmark March 2025



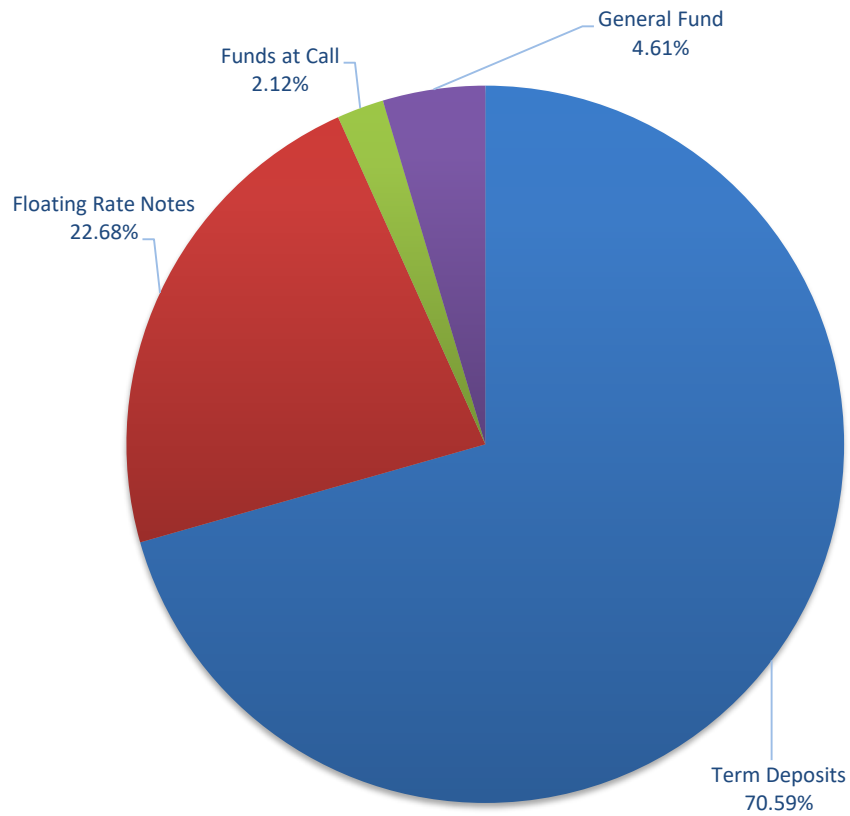
Portfolio Liquidity - Minimum Allocations as at 31 March 2025



Risk Profile as at 31 March 2025



Risk Profile as at 31 March 2025



INVESTMENT AND CASH DISTRIBUTION BY FINANCIAL INSTITUTION				
as at 31 March 2025				
Institution Category	Financial Institution	Amount \$M	Financial Inst. %	Institution Cat. %
Australian Big 4 Bank (and related institutions)	ANZ Bank	23.0	3.1	
	Commonwealth Bank	23.8	3.2	
	National Australia Bank	176.5	24.0	
	Westpac Banking Corporation	215.8	29.3	
Big 4 Total		439.1		59.72
Other Australian ADIs and Australian subsidiaries of foreign institutions	Bank Australia Limited	9.5	1.3	
	Bank of Queensland	63.0	8.6	
	Bendigo & Adelaide Bank	13.0	1.8	
	Great Southern Bank (formerly Credit Union Australia)	8.9	1.2	
	ING Bank	95.0	12.9	
	Suncorp Bank	76.5	10.4	
	Macquarie Bank Ltd	9.0	1.2	
	Northern Territory Treasury Corporation	10.0	1.4	
	Newcastle Greater Mutual Group Ltd	11.3	1.5	
Other ADI Total		296.2		40.28
Grand Total		735.2	100.0	100.000

Item 6.

Investments Held as at 30 April 2025

Document to Follow

Item 7.

Public Exhibition - Grants and Sponsorship Guidelines

File No: S117676

Summary

The City of Sydney's grants and sponsorship programs support initiatives and projects that build the social, cultural, environmental and economic life of the city.

The current Grants and Sponsorship Guidelines were adopted by Council in June 2024. This document aligns with the strategic directions and actions of Sustainable Sydney 2030-2050 Continuing the Vision. The delivery of support through cash and value-in-kind (VIK) is part of the many ways in which the City partners with the community.

As part of the commitment to review the Guidelines, a review has been undertaken to ensure that programs continue to deliver against Sustainable Sydney 2030-2050 Continuing the Vision and to meet best practice in grants management.

There are recommended changes to the Guidelines which will support stronger outcomes for the communities of the City.

The recommended changes to the Guidelines are reflected in the draft Grants and Sponsorship Guidelines at Attachment A. The current Guidelines are at Attachment B.

This report seeks Council approval to place the draft Grants and Sponsorship Guidelines on public exhibition.

Once exhibited and feedback received, the Guidelines will be brought back to Council for adoption.

These are minor amendments to the existing Guidelines, providing greater clarity on delegation and processes in line with Council requests. A substantial review of the Grants and Sponsorship Guidelines and Policy will be undertaken in 2025/26, with Council to fully review the Policy and Guidelines in 2026.

Recommendation

It is resolved that:

- (A) Council approve for public exhibition the draft Grants and Sponsorship Guidelines, as shown at Attachment A to the subject report;
- (B) Council note that the Grants and Sponsorship Guidelines, including any recommended changes, will be reported to Council for adoption following the exhibition period; and
- (C) authority be delegated to the Chief Executive Officer to make minor editorial amendments for clarity or correction of drafting errors prior to the exhibition of the draft Grants and Sponsorship Guidelines.

Attachments

Attachment A. Draft Grants and Sponsorship Guidelines

Attachment B. Grants and Sponsorship Guidelines (current)

Background

1. On 24 June 2024, Council adopted the current Grants and Sponsorship Guidelines. Since then, there have been additional strategies and resolutions of Council relevant to the grant and sponsorship programs. These include:
 - (a) On 29 July 2024, Council requested the Chief Executive Officer to encourage community-led initiatives for reuse and repair through a dedicated Grants program, as part of NOM 13.5 Tackling Textile Waste in the City of Sydney.
 - (b) On 25 November 2024, Council adopted the Cultural Strategy 2025-2035.
 - (c) On 25 November 2024 Council agreed to a ban on providing grants, funding, and other forms of support, including non-financial support, to Australian Disability Enterprises or companies that pay their workers less than the national minimum wage, as part of NOM 16.10 Abolishing Subminimum Wages for Disabled Workers.
2. A review of the Grants and Sponsorship Guidelines has been conducted to ensure that the programs continue to align with the strategic outcomes of Sustainable Sydney 2030-2050 Continuing the Vision and to align grant programs with the recently approved Cultural Strategy 2025-2035 and Notices of Motion as they relate to grants and sponsorship.
3. Consultation was delivered through the following mechanisms:
 - (a) a survey of over 200 applicants on their user experience of the City's Grants and Sponsorship application process and support
 - (b) two workshops with the First Nations Leadership Team to review the impact of the Collaboration Fund and the programs as a whole and how we are engaging with community
 - (c) a total of 17 consultations with City staff from across teams on each funding program considering outcomes from the current guidelines.
4. As a result of the consultation, twelve key changes to the Guidelines and the grant and sponsorship programs are recommended, as outlined below. In addition, minor adjustments have been made to the guidelines to address clarity and usability.

	Recommended change	Details	Change driver
1	Fair wages: Sub-minimal wages	The General exclusions and ineligibility will note that we don't give grants or sponsorship to applicants that pay workers a subminimum wage, including applicants that are or engage Australian disability enterprises (ADEs).	Addressing NOM 16.10 - 25.11.24 - Abolishing Subminimum Wages for Disabled Workers.

	Recommended change	Details	Change driver
2	Grants to tertiary education institutions	The General exclusions and ineligibility will note that we do not give grants or sponsorship to tertiary education institutions seeking support for core business however if there is a worthy project they need to speak with City staff before applying.	Focusing funding on community based and priority need organisations.
3	Quick response grants	Criteria changes to meet urgent, community needs. Reduced funding cap, reduced turnaround time.	Focusing programs are urgently needed to prioritise community groups.
4	Innovation and Ideas grants: includes circular economy and removal of stage 1	Inclusion of circular economy –funding provision updated to include projects that support reuse and repair. No longer providing Stage 1 - Ideas form for Innovation and Ideas applicants to pitch ideas prior to application.	Addressing NOM 13.5 - 29.07.2024 Tackling Textile Waste in the City of Sydney. Ideas form was not well utilised by applicants.
5	Major grants category: New category	Combining Tier 2 Festivals and Events, and long term projects in Creative grant (e.g. City Recital Hall) and Community Services grant (e.g. Glebe Youth Services, Homelessness grants and Sydney Peace Prize). Allows for up to 5 years funding. Program by invitation only.	Existing long term or significant commitments that are currently spread across multiple programs. No additional funding required. This will make it easier for applicants to future plan.
6	Creative Live/work spaces grant	Includes new subcategory 'work spaces' and extends grant to be up to 2 years due to City management of Joynton Avenue Creative Centre.	Extension from 18 months to 2 years in alignment with Cultural Strategy. Workspaces were introduced to be available for Joynton Avenue Creative Centre.

	Recommended change	Details	Change driver
7	Green building grant	Three years funding up to \$50,000 per year available. Program overview increases type of projects that can be applied for. Includes resource recovery – funding updated to include projects that support reuse and repair.	To expand the opportunities for use, increase interest in and applications to Green building grant program. Addressing NOM 13.5 - 29.07.2024 Tackling Textile Waste in the City of Sydney.
8	Indigenous cultural and intellectual property rights protocols	The General exclusions and ineligibility will note that we do not give grants or sponsorship to applicants or for projects that do not respect Indigenous cultural and intellectual property rights.	Supporting self-determination, respect for Aboriginal practise and encouraging meaningful collaborations with Aboriginal and Torres Strait Islander artists and creators. Alignment with new Cultural Strategy.
9	Business Advocacy organisations	Business Advocacy organisations eligible for Business Sector support grants and Festivals and Events sponsorship. Business Advocacy organisations will not be required to match funding for Festivals and Events sponsorship.	Allowing organisations who can match with cash or value in kind, which is better suited to those organisations.
10	Letters of support	Noted in How to Apply, that City of Sydney employees and Councillors cannot provide support letters for our grants program or benefit from a grant.	Providing clarity to applicants on this governance matter, to further reduce requests.

	Recommended change	Details	Change driver
11	Satisfactorily completion and/or compliance with prior contract terms	Including as ineligible, applicants or projects where persons associated with the applicant or project have been involved in a previous project for which a City of Sydney grant or sponsorship was provided and the project was not satisfactorily completed or the applicable contract terms not complied with.	Providing greater clarity to applicants on their responsibilities during and after the project, and noting that can impact future grant opportunities.
12	New Glossary items /Definitions	New items included in Glossary/Definitions section.	Providing clarity to applicants on new terms used in the guidelines. Alignment with new Cultural Strategy and definition within A City for All strategy mid-point review.

5. City staff will continue to evaluate and assess the standards and impact of the Grants and Sponsorship programs to ensure its alignment to the City's strategies and with best practice in grants management.
6. If approved the draft Guidelines will be put on exhibition for 28 days. Feedback from the community will be reviewed and considered before the final Guidelines are submitted to Council for endorsement.
7. In line with the timeframe set out in the Grants and Sponsorship Policy, a substantial review of the Grants and Sponsorship Policy will happen in 2025/26 and both the Policy and Guidelines will be brought to Council in 2026.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

8. Sustainable Sydney 2030-2050 Continuing the Vision is a vision for the sustainable development of the City into the future. Building on our community's vision for the future, there are 10 directions for 2050, 10 targets to measure progress and 10 ambitious project ideas that bring the vision to life. The provision of grants and sponsorships is a key mechanism for the City to further the aims identified in its social, economic, environmental, and cultural policies. All applications are considered against the 10 strategic directions and how they can directly deliver or encourage the further development of the aims and objectives identified in Sustainable Sydney 2030-2050 Continuing the Vision.
9. The program is aligned to the following strategic directions and objectives:

- (a) Direction 2 - A leading environmental performer - Grants and sponsorships contribute to the City's endeavours in improving environmental performance of our residents and businesses by supporting new and innovative approaches to delivering sustainability outcomes and strengthening community resilience.
- (b) Direction 3 - Public places for all - Grants and sponsorships contribute to the safe and responsible use of public spaces for community access and enjoyment of city residents, workers and visitors.
- (c) Direction 6 - An equitable and inclusive city - Grants and sponsorships contribute to community development and support active participation in civic life. They empower the community to address issues that matter to them and drive projects to create a more inclusive and resilient city.
- (d) Direction 7 - Resilient and diverse communities - Grants and sponsorships contributes to improved wellbeing, well located, inclusive and affordable services that improve social connections and embrace a safe city.
- (e) Direction 8 - A thriving cultural and creative life - Grants and sponsorships contribute to supporting artistic and creative endeavours in our city, helping foster initiative, experimentation and enterprise by creative workers and providing new opportunities for audiences to engage in the city's cultural life.
- (f) Direction 9 - A transformed and innovative economy - Grants and sponsorships contribute to helping stimulate business and promote economic activity. They encourage partnerships with other organisations on business development and assist groups of businesses to work together for the collective benefit.
- (g) Direction 10 - Housing for all - Grants and sponsorships aligns with the City's position on affordable housing, homelessness and social sustainability, as set out in A City For All, the social sustainability strategy, as well as Housing for All, the City's housing strategy.

Risks

10. This recommendation is within the City's risk appetite, which states:
 - (a) We make decisions that align with our corporate objectives, policies and strategies and are committed to conducting our activities in full compliance with applicable laws, regulations and relevant industry standards.
 - (b) We foster a culture of ethics, integrity and responsible behaviour across our organisation. By creating a strong ethical foundation, we aim to minimise the likelihood of reputation-damaging incidents and enhance our ability to respond effectively when challenges arise.
 - (c) The City has a responsibility to ensure that it has sufficient resources in the short, medium and long term to provide the levels of service that are both affordable and considered appropriate by the community.
11. The City has a responsibility to manage the distribution of public money to community through an open and transparent process. The Grants and Sponsorship Guidelines document provides this transparency and allows for public input.

Social / Cultural / Community/ Environmental

12. The grants and sponsorship program provides the City with a platform to support social, cultural, economic and environmental initiatives from communities, community organisations and businesses within the local area.

Financial Implications

13. There are no additional financial implications beyond the grant budgets submitted as part of the draft 2025/26 budget and future years' forward estimates.

Relevant Legislation

14. Section 356 of the Local Government Act 1993 regulates how financial assistance can be given by local councils.
15. As part of the Local Government Act 1993 and Integrated Planning and Reporting requirements, the City is required to exhibit changes to its grants program.
16. The Grants and Sponsorship Policy provides the governance framework for how the City's grants and sponsorship program is managed, and how decisions are made. As set out in the Policy, the Guidelines provide details about each of the grant programs including funding priorities, key dates, funding available, eligibility criteria, application processes and assessment criteria. The Policy and Guidelines ensure that the City meets the requirements of section 356 of the Local Government Act 1993 in relation to its grants and sponsorship programs.

Critical Dates / Time Frames

17. The proposed revision to the Guidelines will be implemented for the 2025/26 financial year immediately following adoption by Council.

Public Consultation

18. The Guidelines will be placed on public exhibition for 28 days.

EMMA RIGNEY

Executive Director City Life

Sam Wild, Manager Grants

Attachment A

Draft Grants and Sponsorship Guidelines



Grants and sponsorship program guidelines

(Draft) July 2025

Introduction

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

The City of Sydney has a number of grants and sponsorship programs to support the social, cultural, environmental and economic life of our area. Through these programs, we partner with communities and businesses to further the strategic directions of Sustainable Sydney 2030-2050 Continuing the Vision. These programs provide financial and in-kind support for a range of activities.

Our grants and sponsorship guidelines cover who can apply, when to apply and how to apply. In addition, it will tell you what happens to your application and where you can get further support.

Please read these guidelines before applying for a grant as funding rounds are highly competitive. We encourage you to attend a grants information session or grant writing workshop which are held during the year.

These guidelines use certain words or expression in a particular defined way. Defined words or expressions are capitalised (e.g. Eligible Not-For-Profit Organisation, Value-in-Kind) with the meaning set out in the [Glossary and definitions](#) at the end of the guidelines.

The grants and sponsorship policy provides the framework for managing applications. It sets the expected results of our grants and sponsorships and outlines the high-level principles that guide funding from the City of Sydney. If the policy and guidelines don't match, the policy takes priority.

For more information about our grants and sponsorships go to cityofsydney.nsw.gov.au/grants-sponsorships.

You can also email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

Image credit for front cover: Kilia Pahulu. K'AINGA Commonwealth - K'lub Measina. Lead Artists Latai Taumoepeau and Rosanna Raymond. Liveworks 2023. Photographed by Joseph Mayers. Courtesy of Performance Space

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When can you apply?

Rounds

Dates can change. Check the City of Sydney's website for any updates and subscribe to the grants and sponsorship newsletter to stay informed: cityofsydney.nsw.gov.au/grants-sponsorships.

	Summer Round	Winter Round
Open to applications	Beginning of calendar year (summer round)	Middle of calendar year (winter round)
Closed to applications	Approximately five weeks after opening	Approximately five weeks after opening
Recommendations presented to Council	Middle of calendar year	End of calendar year
Project timeframe	Starts middle of calendar year for 12 months	Starts beginning of calendar year for 12 months

Programs

Cash programs	Timing
Aboriginal and/or Torres Strait Islander collaboration fund	Open all year round, until budget is exhausted
Affordable and diverse housing fund	Open all year round
Business sector support grant	Open summer round
Community services grant	Open summer round
Creative grant	Open summer round
Dixon street improvement grant	Open all year round
Festivals and events sponsorship	Open summer and winter round
Food support grant	Open summer and winter round
Green building grant	Open summer and winter round
Haymarket activation grant	Open summer round
Innovation and ideas grant	Open summer and winter round

Grants and sponsorship programs guidelines – July 2025 (Draft)

Major grants	Open all year round
Quick response grant	Open all year round, until budget is exhausted

Value-in-Kind only programs	Timing
Accommodation grant	Open as properties become available
Creative live/work spaces grant	Open as properties become available
Short-term empty properties grant	Open as properties become available
Street banner sponsorship	Open all year round
Venue hire support grant	Open all year round

Who can apply?

General eligibility

To be eligible you must:

- be an individual or legal entity or have an arrangement with a legal entity who is willing to enter into a contract with the City of Sydney on your behalf
- operate in the City of Sydney's area or demonstrate significant benefits for our residents, workers or visitors¹
- meet the grant programs' eligibility criteria
- if applying as a business, have an active ABN
- have satisfactorily completed any previous City of Sydney grants or sponsorship projects and met all contractual obligations
- be free of any debts owing to the City of Sydney.

Eligible applicants vary for each grant program, so please read the eligibility information within each grant program to determine if you or your organisation are eligible for that grant or sponsorship.

City of Sydney employees may not apply for, or benefit from, a grant or sponsorship directly. City of Sydney employees should not write letters of support for grant or sponsorship applications.

For definitions of each applicant or entity type as they apply to these Guidelines, see the [glossary/definitions section](#).

General exclusions and ineligibility

The City of Sydney doesn't provide grants and sponsorships:

- for projects that duplicate existing services or programs or
- for projects or expenditure that have already occurred (no retrospective funding) or
- to applicants or projects that breach the City's ethics framework, including those that unnecessarily:
 - pollute land, air or water;
 - destroy or waste non-renewable resources;
 - market, promote or advertise products or services in a misleading or deceitful manner;
 - produce, promote or distribute products or services likely to be harmful to the community;
 - acquire land or commodities primarily for speculative gain;
 - create, encourage, or perpetuate militarism or engage in the manufacture of armaments;
 - entice people into financial over-commitment;

¹ Please note Creative live/work grant covers applicants operating in the Greater Sydney area. For the definition of Greater Sydney Area, see the [glossary/definitions section](#) for more information.

- exploit people through the payment of below-award wages or poor working conditions;
- unlawfully discriminate, or encourage unlawful discriminatory behaviour, including discrimination based on ability, culture, religion, age, gender and sexual orientation in employment, marketing and/or advertising practices;
- sell or promote any prohibited items or services on City of Sydney land, such as fur and exotic animal skin products and feathers, other than where is permitted under traditional first nation cultural practices; or
- contribute to the inhibition of human rights generally, or
- to applicants that pay a subminimum wage to workers, including applicants that are or engage Australian disability enterprises (ADEs), or
- to applicants or for projects that do not respect Indigenous cultural and intellectual property rights, or
- to applicants or for projects where persons associated with the applicant or project have been involved in a previous project for which a City of Sydney grant or sponsorship was provided and the project was not satisfactorily completed or the applicable contract terms not complied with, or
- to applicants or for projects that may cause harm to the reputation of the City of Sydney or the grants and sponsorship program, or
- for projects that could be perceived as benefiting a political party, or
- for projects that could be perceived as creating division within our communities, or
- to applicants or for projects that breach applicable City of Sydney policies, or
- to applicants that are tertiary education providers (including universities) seeking support for core business. Where tertiary education providers would like for support for an eligible project outside their core business which they believe justifies council support, we request that they speak to Grants staff before applying.

Grants and sponsorships can not include:

- general donations to charities. Donations and support for charities are covered by the City of Sydney's support for charities policy;
- City of Sydney fees for development applications, outdoor venue hire fees, health inspection fees, health approvals, street closures and other approvals and other charges beyond what is specified in the grant programs.
- the provision of design, printing and distribution services or cleansing and waste services for events by the City of Sydney.

Support for applicants

We encourage you to speak to us about your project, program suitability and eligibility before applying.

You'll find plenty of support to help with your application:

- **online resources:** see cityofsydney.nsw.gov.au/grants-sponsorships
- **phone and email:** contact us on 02 9265 9333 or communitygrants@cityofsydney.nsw.gov.au
- **briefing sessions:** learn about the grants and sponsorship programs and ask questions.
- **free grant writing seminars:** See dates at cityofsydney.nsw.gov.au/talks-courses-workshops/connect-sydney

Dedicated support

Further support and accessible application formats that include oral applications are available for Aboriginal and/or Torres Strait Islander peoples, people with disability and people from culturally and linguistically diverse backgrounds.

To access this support, call 02 9265 9333 or email communitygrants@cityofsydney.nsw.gov.au

Accessible applications are subject to the same assessment and approval process as other grants and may require a longer lead time to apply.

Contact us

For more information see cityofsydney.nsw.gov.au/grants-sponsorships, email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

We hold grants and sponsorship information sessions during the year. We encourage you to attend one of these before applying.

People with disability

If you are Deaf, hard of hearing or have a speech impairment, you can contact us through the [National Relay Service](#). You'll need to provide our phone number, 02 9265 9333.

Our online applications comply with accessibility requirements WCAG 2.0 AA. For more information about accessibility, visit the [web accessibility initiative](#).

Help with grants in your language

If you need help with information about our grants in other languages, here are some useful tools and resources.

[Help with grants in your language - English](#)

[帮助您以母语了解拨款 - Simplified Chinese](#)

한국어 보조금 안내 - Korean

ความช่วยเหลือในภาษาของท่าน เกี่ยวกับทุนอุดหนุน - Thai

Find a translating or interpreting service

If you need an interpreter to help you with information on our website, please call the Translating and Interpreting Service on 13 14 50 and ask them to put you through to the City of Sydney on 02 9265 9333.

如果英語並非您的第一語言，而您欲使用電話傳譯員服務，請致電 131 450，要求他們代致電 02 9265 9333 聯絡 City of Sydney。

Se l'inglese non è la tua prima lingua e desideri avvalerti di un servizio telefonico di interpretariato, contatta il 131 450 e chiedi di chiamare la città di Sydney al numero 02 9265 9333.

Α ν τα Αγγλικά δεν είναι η πρώτη σας γλώσσα και θα θέλατε να χρησιμοποιήσετε διερμηνέα στο τηλέφωνο, παρακαλούμε τηλεφωνήστε 131 450 και ζητήστε τους να σας καλέσουν την Πόλη του Σύδνεϊ στο 02 9265 9333.

英語が母国語でない方で、電話通訳サービスをご利用になりたい方は、131 450 におかけの上、シドニー市 02 9265 9333 に電話をかけるよう通訳にご依頼ください。

Jika bahasa Inggris bukan bahasa pertama Anda dan Anda ingin menggunakan jasa seorang juru bahasa, silakan menghubungi 131 450 dan minta agar diteleponkan ke City of Sydney di 02 9265 9333.

الإتصال منهم والطلب 131 450 بالرقم تتصل أن فالرجاء،الهاتفية الشفهية الترجمة خدمة من الإستفادة وأردت الأولي لغتك الإنجليزية تكن لم إذا الرقم علي سيدني مدينة بلدية 02 9265 9333.

Si el inglés no es su primer idioma y desea utilizar un servicio de interpretación telefónica, póngase en contacto con el 131 450 y solicite que llamen a la Ciudad de Sydney al 02 9265 9333.

영어가 모국어가 아니어서 전화 통역 서비스가 필요하실 경우 131 450 에 전화하셔서 City of Sydney (02 9265 9333) 로 연결하도록 요청 하십시오.

Nếu tiếng mẹ đẻ không phải là tiếng Anh và muốn sử dụng dịch vụ thông dịch qua điện thoại, xin quý vị gọi số 131 450 và yêu cầu họ gọi cho Thành Phố Sydney điện thoại số 02 9265 9333.

Е с л и английский не является вашим родным языком и вы хотели бы воспользоваться услугами устного перевода по телефону, то, пожалуйста, позвоните по номеру 131 450 и попросите их позвонить в муниципалитет города Сидней по номеру 02 9265 9333.

How can I apply?

How to apply

Applications for grants and sponsorship are completed online using the SmartyGrants platform. Forms are available once the grant round opens. Choose the most appropriate grant for your project. You can't apply in multiple program categories at the same time for the same project.

You must apply by the **due date at 4pm**, Sydney time. We don't accept any applications after the cut-off time and date.

We encourage you to speak to us well before the closing date before applying.

We don't accept duplicate applications. Applications submitted to more than one program for the same project will only be considered for one program. Staff will ask you to confirm which application you want to progress with.

What happens to your application

All applications are checked for eligibility before being moved on to assessment.

Eligible applications are assessed individually by at least three assessors including those with knowledge and experience relevant to the grant program.

An assessment panel consisting of assessors and specialist advisors review the assessments and make final recommendations based on the selection criteria and funding priorities of the grant program².

In most cases, recommendations are sent to a Council committee and then Council for decision.

Alternatively, applications that CEO can approve as part of grants and sponsorship delegations from Council, are sent to the CEO for a decision.

Some grant applications may be assessed by external parties who have skills and professional experience which will benefit the assessment process.

All assessors are required to agree with the requirements of their role, including conflict of interest and confidentiality obligations. Assessors can't have any interests or perceived conflicts of interest in a grant application they are assessing.

If we deem it necessary, the assessment panel may conduct interviews with shortlisted applicants.

Our grants and sponsorship programs are highly competitive. Even though an application may meet the criteria it may not be competitive against other applications. If an application is unsuccessful, the applicant can request feedback from us on reasons why.

Who decides?

Council has authority to approve grants and sponsorship or other financial assistance. Find out more about [Council decision-making](#).

² For all grant programs except Quick Response Grants. For this program applications are ranked based on the assessor scores alongside the available budget. This will determine which applications are recommended for funding

The CEO can approve grants under delegation from Council for the quick response grant, venue hire support grants and sponsorship, street banner sponsorship, creative live/work spaces grant and short-term empty properties grant.

When you'll know

Recommendations that will be put to Council are published just before each committee meeting. This is where and when you can see whether your grant is recommended or not.

Details of your application's status can also be found in the Council meeting minutes, listed on the website within the week of approval. See our website: [City of Sydney Council meetings](#).

We'll notify you in writing of the outcome of your application within 10 business days after Council's decision.

For grant and sponsorship programs where the CEO can approve grants, those recommendations are not published prior. We'll notify you in writing of the outcome of your application within 10 business days after the CEO's decision.

If you're successful

You'll receive an email informing you of the result. It will include how much support is being provided and for what period of time. The email will include a link to arrange a feedback session if you wish.

You'll then be contacted by a staff member who'll tell you about the contract that you must enter into for the grant or sponsorship.

You will either enter into a funding agreement for cash and Value-in-kind grants or a lease or license for Value-in-kind only grants, including those offering reduced rates on our properties.

You must enter into a funding agreement, lease or license with us before funds are released, before you can use, work or live in our properties and before your project starts.

If you fail to enter into the agreement, lease or license, we reserve the right to withdraw the grant or sponsorship, including the use of our properties.

As part of finalising the funding agreement, you will be asked to provide:

- a copy of your public liability insurance certificate of currency for a minimum of \$10 million, or \$20 million for projects that are high risk, have large numbers of the public attending or funding greater than \$250,000. The insurance must list the applicant or auspice as insured and will need to remain current for the duration of the agreement. For most of our grants, you can't ask us to fund this insurance as part of your grant request.
 - an invoice to the City of Sydney for your first cash payment
 - evidence of any conditions having been met, required as pre-conditions to entering into the agreement, lease or license.
-

Other approvals

If you're successful for a grant or sponsorship, this doesn't imply the City of Sydney has given or undertakes to give any other required consent or approval.

Many applications will require other approvals and consents from the City of Sydney or other authorities and possibly agencies such as NSW Police Force or Transport for NSW etc.

If the necessary approvals can't be obtained, your grant or sponsorship may not be able to proceed.

Development applications (DA)

Any grant application involving capital works, minor developments, outdoor dining or changes to a building's current development approvals may need to go through a development application process. You can make an appointment to speak to a duty planner for general advice on whether a development application is required for your grant or sponsorship.

Public art

Projects that involve Public Art (temporary or permanent) are required to have written permission to install the artwork from the land owner. You can speak to our Public Art team and read the public art policy prior to applying for funding.

Street art is a visible and accessible art form and we support lawfully created works in appropriate locations. We recognise the artistic and social value of street art and owners consent is required for all projects commissioning or creating street art on a property in the city. Please see our website to determine if your location is DA exempt.

Value-in-kind

The provision of Value-in-kind as part of a grant (e.g. reduced indoor venue hire or street banner pole hire fees) isn't a guarantee of a booking. All bookings must follow the usual hiring process for the facility, space or location requested and are subject to availability.

Outdoor events

If you are planning to run an event in a City of Sydney managed outdoor space, you will need to submit an event application form and supporting documentation to our Outdoor Events and Filming team for approval prior to your event occurring. Sufficient lead times are required, as listed within our outdoor event guidelines.

Road closures, service of alcohol or food permits

Depending on the type of event and its included activities you may require subsequent approvals and permits from other external authorities for the grant or sponsorship to proceed.

This could include:

- **Food and beverages:** Operators serving food and beverages must have a temporary food permit from the City of Sydney's health and building unit. It can take up to 28 days for new registration.
- **Alcohol:** Serving alcohol at an event requires a liquor license from the Office of Liquor and Gaming and an accompanying alcohol management plan.
- **Road closures:** Events where a road is closed to vehicles for an event requires approval from the Local Pedestrian Cycling and Traffic Committee. You must supply a traffic management plan around 5 to 6 weeks before the committee meeting dates. These are usually held on the third Thursday of each month.

When are grants paid?

Once funding agreements are finalised, payments of any cash grants or sponsorships are processed with a standard 30-day turnaround time from the date we receive your invoice.

Payments are made in accordance with the timeframes in the funding agreement. For some grants programs or some agreements, payments may be progressive over the life of the project (e.g. payments made at particular milestones or on completion of certain obligations).

Your responsibilities during and after the project

You will need to comply with the obligations set out in your agreement, lease or license with the City of Sydney that applies to your grant or sponsorship. If you fail to comply with the obligations in the agreement, including not delivering the project, we may withdraw or require repayment of the grant or sponsorship, including the use of our properties.

The nature of your obligations in the agreement, lease or license will depend on the grant program, your project, and the form of agreement with the City.

For most grants, you must deliver and report on the project. Reports provide us with feedback on the success of the project, agreed outcomes, relevant data and any lessons learnt.

If you are provided with a cash grant or sponsorship, you must provide detailed financial reports and may be required to provide evidence that your expenditure of the grant or sponsorship was for the project and in accordance with the approved budget.

If you are having challenges completing your project, please contact City of Sydney staff as soon as possible.

Final reports must be submitted no later than one month after the agreed completion date of the project, unless otherwise agreed.

Not meeting your contractual obligations, including failing to submit an acquittal report, may be considered when assessing applications from you, your organisation or related entities for other grants or sponsorships from the City of Sydney.

If you aren't successful

You'll receive an email informing you of the result. The email will include a link to arrange a feedback session if you wish.

Not all applications can be supported, you can request feedback from us on reasons why, attend grant writing workshops and talk to City staff about other sources of support prior to submitting future applications.

We welcome your feedback

The City of Sydney is committed to continuous improvement of our grants and sponsorship programs. An evaluation and learning framework has been developed to measure the effectiveness of each of the grants and sponsorship programs.

The aim of this framework is to:

- measure the degree to which stated outcomes are being achieved
- provide standard tools for collecting and analysing data within and across programs
- build feedback capacity of City of Sydney and grant recipients
- identify improvements to the grants and sponsorship program.

After each round, you'll be invited to complete a survey on the application process and the guidelines. We welcome your comments to help us to improve the process.

Application tips

Before you apply

- check you're eligible to apply for the specific funding program and that funding program is appropriate to your project.
 - plan your project and review the application form and what it requires. Arrange support letters, request quotes for costs and an auspice if you need one. Please note that City of Sydney employees and Councillors cannot provide you with support letters for our grants program.
 - don't leave submitting your application to the last minute as applications will not be accepted after the closing time and date.
 - consider the location in which you plan to deliver your project, do you need any approvals, e.g. a development application (DA), or permits. There can be hidden costs for these items and it is important to factor these things in when scoping your project and preparing your application.
-

Hiring our indoor venues or street banner poles

In some of our grant programs, you can apply for Value-in-kind in the form of reduced rates for the hire of indoor venues or street banner pole hire. Requests through the grants program for venue or banner pole hire Value-in-kind must be accompanied by a tentative booking and a quote.

- to book a community venue, please contact communityvenues@cityofsydney.nsw.gov.au for a quote and make a tentative booking if your project is time sensitive
- to book Sydney Town Hall, Paddington Town Hall or Customs House, please submit a venue booking request and contact thm@cityofsydney.nsw.gov.au for a quote
- to hire street banner poles, please contact banners@cityofsydney.nsw.gov.au to discuss hiring costs.

When requesting a quote, please notify the City of Sydney staff that you're applying for a grant.

All requests for quotes should be submitted no later than 2 weeks before the closing date of the grant round.

Please note that for indoor venues or street banner pole hire there will be additional charges you will be responsible for, that we are unable provide Value-in-kind for, or waive, these fees:

- for indoor venue hire, the deposit and bond, security/key deposit, public liability insurance, cancellation, audio visual, extra staffing such as ushers, cloakroom and security, and any food and beverages
- for street banner pole hire, the cost of the design, production, installation and dismantling of the banners.

The list of hireable indoor spaces can be located on our website.

Outdoor events

Any applications that require a City of Sydney owned park or turf area must be discussed with our Outdoor Events and Filming Team prior completing an application, as certain restrictions and additional requirements apply.

For fees, event application form, event guidelines, the list of hireable outdoor spaces (interactive map at the bottom of the webpage) and further information, see the [apply to hold an outdoor event webpage](#).

Application form

As part of the application, you'll be asked to provide this information:

- a brief description of the project
- the need for the project
- who from the local diverse communities will benefit and how they are engaged in the planning and delivery of the project
- your capacity and experience to deliver the project
- how the project meets the funding priorities.

Some programs may have more questions or requirements.

When writing your application, be clear and straightforward in your language and don't assume any knowledge.

Your application must be well-developed, address all the criteria and answer all compliance questions. It may need supporting documents.

You'll be asked to address the following:

Collaboration with Aboriginal and/or Torres Strait Islander communities

We aim to enhance the economic prosperity of Aboriginal and Torres Strait Islander peoples and organisations through our grants program.

You're encouraged to consider including Aboriginal and Torres Strait Islander businesses into all aspects of your project. If you plan to include Aboriginal and Torres Strait Islander-run businesses, organisations or individuals in your project, you should clearly outline this in your project plan with appropriate support letters attached.

Additionally, if your project focus is with Aboriginal and/or Torres Strait Islander community members, you will need to consider how your project meaningfully supports, respects, and empowers local Aboriginal and Torres Strait Islander communities through culturally responsive and community-driven initiatives.

Applicants working with Aboriginal and/or Torres Strait Islander artists, communities, or subject matter are required to adhere to the [Indigenous Cultural and Intellectual Property rights](#) protocols. Under these protocols you must provide evidence of appropriate support or permissions from Aboriginal and/or Torres Strait Islander participants, communities, organisations or Elders.

Diversity, equity and inclusion

Consider how your project considers participation, access, and inclusion across our communities.

Our diverse communities include Aboriginal and Torres Strait Islander peoples, people experiencing or at risk of homelessness, people experiencing transport disadvantage, young people, older people, people

with disability, international students, culturally and linguistically diverse communities, women, people of diverse sexualities and genders and intersex people, and low income earners.

Our [inclusion \(disability\) action plan](#) guides our approach to ensure Sydney welcomes everyone. This plan includes actions that actively address barriers faced by people with disability.

Our [inclusive and accessible event guidelines](#) help producers plan and create events that welcome everyone. The guidelines outline key access and inclusion considerations for all events.

If your project focus is on people with disability, we strongly encourage you to review these documents.

Sustainability

Ensure that any projects or events funded through our grant or sponsorship are created in an environmentally sustainable way. Please see our [sustainable event guidelines](#) and [guidelines for single use items](#) for information about how to reduce waste from events and services.

Applicants for specific programs may be asked to meet certain conditions to reduce the environmental impact of their project. We'll provide educational material and guidance to help you understand and meet these conditions.

Child safety

If your project involves [child-related work](#), you must attach a copy of your organisation's child safety/protection policy to the application.

Applicants without a formal child safety/protection policy must outline how they, their organisation or project intend to comply with child safety laws. This information will help us to assess whether your application has demonstrated capacity to deliver the project.

You can seek advice from the [Office of the Children's Guardian](#), the Department of Education and Communities /or the Australian Children's Education and Care Quality Authority. Our [Child Safety Policy](#) is available on our website.

You'll be asked to confirm that:

- you are not engaging Australian Disability Enterprises or companies that pay less than the national minimum wage
- you respect [Indigenous Cultural and Intellectual Property rights](#) (ICIP) protocols (where relevant)
- your entity and activities comply with our ethics framework.
- if successful, you will maintain public liability insurance throughout the duration of your project, including any project extensions
- if successful, you develop a data collection plan to report on the outcomes of your grant against the funding priorities chosen.

Budget

Most programs require applicants submit a budget (in the SmartyGrants template), listing all income and expenditure items for their project. All figures should exclude GST.

Allow yourself enough time to think through the costs involved to bring your idea to life. For more expensive items, research how much they cost and compare prices. Quotes from suppliers can be useful when we assess if a budget is realistic. Detailed and realistic budgets that balance reflect a well-planned project.

We support fair pay to all workers employed or contracted for funded projects, including Aboriginal Elders performing Welcome to Country, artists, creative professionals, people with disability and child performers.

Fees for contracted workers should be clearly included in your application budget, including associated on-costs and entitlements (e.g. superannuation). We encourage you to determine costs for workers in accordance with industry standards and relevant industrial awards.

We encourage cash contributions from other sources, however, you can include contributions that are not cash and are provided through in-kind support, such as volunteer time, equipment already acquired, space provided for free, pro-bono services etc.

If you request value-in-kind from the City of Sydney for venue hire or street banner pole hire, include those costs in your income and expenditure. You can get these costs from the quote you must obtain as part of your application.

Budget support material

Support material such as quotations or detailed budgets (attached to your application) are encouraged.

- quotes for equipment or material valued more than \$1,000
- evidence that the costs for workers (employees and independent contractors) are in line with industry standards, applicable awards, and relevant entitlements.
- quotes and evidence of a tentative booking for venue hire if you are applying for Value-in-kind for the use of a City of Sydney venue
- how staff, contractors, businesses or artists involved in this project represent our diverse communities.

Matched funding and in-kind contributions

In some of our grant programs, you may be required to match the cash funding. This must be shown by you or your partners financial contributions in the income table.

You may be required to provide matched or equivalent funding with:

- direct cash through donations or income generated
- in-kind contributions such as donated supplies, materials or services
- volunteering time such as labour, set up and pack down, and meeting time to identify, plan and put on projects.

Program descriptions contain more information about matching funds.

Project plan

A project plan is required for a cash grant or sponsorship request.

A project plan outlines its goals and objectives, and details activities, timeline and available resources. It should show how you've planned your project well and have thought through all the elements that will make it a success.

When developing a project plan, consider the following depending on the complexity of the project:

- **objectives:** Why I am doing this, what do I want to achieve by delivering this project?
- **stakeholders:** Who is the audience, who am I going to be working with, who do I need to tell about this project?
- **actions:** What is involved – what do I need to do to make this project happen?
- **timeframe:** What do I need to get done when? What milestones will show me I am on track?

Projects requesting less than \$20,000 in cash will, at minimum, need to provide a timeline of activities. Requests for larger grants might follow the project plan example detailed in this document. The level of detail of your project plan should be in line with the amount of funding requested.

Supporting documents

You'll be asked to provide supporting documents including:

- evidence of your entity type and legal status such as your organisation's constitution, trust deed, letter of incorporation, or registration with applicable bodies such as the Australian Charities and Not-for-profits Commission
- letters of support from any community members or local organisations that demonstrates your project is important for the local community and is supported by the local community. Please note that the City of Sydney employees and Councillors cannot provide you with support letters for our grants program.
- letters of support from any partner organisations, key professionals, artists, specialists, consultants or businesses who'll be involved in the proposed project
- case studies of previous projects
- resumes of key professionals working on this project
- any other evidence to demonstrate your eligibility and/or ability to deliver the project

Allow plenty of time to upload your documents.

Support material for venue permission

If your project is not being held in a venue or location your organisation owns, please include:

- evidence to demonstrate owner's consent for the use of the venue or land if required
- a basic site plan for the proposed project if relevant
- any other documents relevant to the proposed project, such as photographs, minutes from planning meetings and development approvals.

What the assessment criteria means

Assessment criteria are used when reviewing applications.

In the application form we will ask you a series of questions. The questions and the level of detail you need to provide will differ depending on the value of the grant or sponsorship you are seeking. The assessors will review your responses and give you a score against the assessment criteria.

The table below demonstrates the connection between the question asked in the application form and the assessment criteria used at assessment stage for applications for grants or sponsorships valued at up to \$50,000. Please note that applications requesting above \$50,000 will be required to address different criteria.

	Questions for applications up to \$50k	Assessment criteria	What the assessors will be looking for you to address
1	- what are you going to do? - describe why this project is important	evidence of the need for the project	Need - why is your project needed? - how is your project new and different to what is already available? - what gap is your project addressing in the community? - what will happen as a result of you doing this project?

			- what will the impact be if you do not do this project?
2	- which City of Sydney community will benefit from this project the most? - describe the cultural significance and community benefit of the project? - describe how have you included the local diverse community and how will they be engaged?	demonstrated connection, benefit to, and engagement with, the local diverse community in the planning and delivery of the project	Community benefit - who will benefit from this project and how? - is there support from local community members for your project, including the targeting beneficiary group, through letters of support? - what collaboration and partnerships are there with locally based organisations, services, businesses, suppliers or creatives? - will staff, contractors, businesses or artists involved in your project represent our diverse communities? - Do you identify as or is your organisation owned or led by members of a diverse community group?
3	- describe your organisation - how will you deliver the project and what skills do you bring? - provide your income and expenditure budgets - upload your project plan - what is your experience in delivering projects?	your capacity and experience to deliver the project	Capacity and experience - do you have previous experience in completing similar projects and have you provided supporting documents to confirm this? - is your project budget reasonable given the intended outreach/impact? - does your project plan include a clear timeline for project development, implementation and managing transition at the end of the funding period? - for projects over \$20k: how have you appropriately identified and mitigated risks?
Only for projects requesting greater than \$20,000			
4	- how will your project contribute to this funding priority?	how your project delivers against the funding priorities	City of Sydney funding priorities - how well does your project address the funding priorities? - how does your project align with relevant <u>City of Sydney strategies and action plans</u>?

Aboriginal and/or Torres Strait Islander collaboration fund

Overview

This funding program supports a strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector to meet the needs and aspirations of Aboriginal and/or Torres Strait Islander people in the local area.

Funding supports increased self-determination and equity led by, or in partnership with, local Aboriginal and Torres Strait Islander peoples through projects that connect people with community, Country and culture.

Key dates

This program is open all year for applications until the budget is exhausted.

Funding available

Cash funding up to \$50,000 a year is available, for a one-year program or multi-year funding (up to 3 years).

Value-in-kind in the form of street banner pole hire and indoor venue hire is also available.

You can apply for up to \$5,000 for capital expenditure or equipment.

Applicants can include the cost of necessary insurances in their application.

For multi-year funding, please contact the grants team on 02 9265 9333 or email communitygrants@cityofsydney.nsw.gov.au.

Funding priorities

Our funding will prioritise projects that:

- are led by local Aboriginal and/or Torres Strait Islander peoples and communities
- achieve positive results for Aboriginal and/or Torres Strait Islander communities

- support local Aboriginal and/or Torres Strait Islander owned or led organisations to sustain their capacity, impact, and ability to survive, thrive and flourish.

Assessment criteria

Proposals are assessed against:

- evidence of the need for the project or program
- demonstrated connection, benefit to, and engagement with, the local Aboriginal and/or Torres Strait Islander community in the planning and delivery of the project or program
- your capacity and experience to deliver the project or program

Additional criteria for projects requesting more than \$20,000:

- how the project or program delivers against the funding priorities

See the [what the assessment criteria means section](#) for further information.

Eligibility

Individuals must identify as Aboriginal or Torres Strait Islander and be accepted as such by their community.

Groups must consist of majority Aboriginal and/or Torres Strait Islander members.

Organisations must have a governing body that is majority Aboriginal and/or Torres Strait Islander people.

These individuals and organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Corporation
- Co-operative
- Partnership
- Sole Trader
- Trustee of a Trust
- Individual auspiced by an Eligible Not For Profit Organisation or Corporation
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation or Corporation

If you work with an auspicing organisation, we encourage you to choose one that is relevant to the sector and that can support the development of the proposal.

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

Proof of Aboriginality requirement

To be eligible for this fund, Aboriginal or Torres Strait Islander Individuals, Sole Traders or Unincorporated Community Groups will be required to provide confirmation of Aboriginality. It's preferred this confirmation comes from a registered Aboriginal and/or Torres Strait Islander community organisation stamped with its common seal and that confirms the applicant:

- is of Aboriginal and/or Torres Strait Islander descent
- identifies as an Aboriginal and/or Torres Strait Islander person

- is accepted as such by the Aboriginal and/or Torres Strait Islander community in which you live, or formerly lived.

Aboriginal and/or Torres Strait Islander organisations are required to provide proof of certification and/or registration from one of the following:

- NSW Indigenous Chamber of Commerce
- Supply Nation
- Office of the Registrar of Indigenous Corporations.

Not eligible for funding

For information on what is not eligible for funding in this program, see the general exclusions and ineligibility section.

How to apply

To apply for this grant, contact the grants team on 02 9265 9333 or email communitygrants@cityofsydney.nsw.gov.au.

Business sector support grant

Overview

This grant program supports projects delivered by local business chambers, industry associations and other organisations that grow the skills and capacity of local businesses, connect businesses to networking opportunities, advocate on key issues on behalf of local businesses, and promote local precincts.

Key dates

Applications open: Summer round

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Funding available

Cash funding from \$10,000 to \$50,000 per year is available, for a one-year program or multi-year funding (up to 3 years).

Value-in-kind in the form of street banner pole hire and indoor venue hire is also available.

You can apply for up to \$5,000 worth of capital expenditure or equipment purchase.

Cash funding may be provided progressively or on completion of certain milestones for this program.

Funding priorities

Our funding will prioritise projects that address one or more of the following priorities:

- support local businesses to adapt to new technologies, explore alternative business models and increase accessibility
- upskill local businesses and entrepreneurs to meet the needs of a more innovative and sustainable economy
- build the skills and capacity of our businesses to meet the needs of our diverse communities to increase economic participation
- advocate on key industry issues on behalf of local businesses
- support vibrant local precincts and unique experiences in our area.

We encourage applications from organisations that support Aboriginal and/or Torres Strait Islander communities and culture, including community-run organisations and networks.

Assessment criteria

Proposals are assessed against:

- evidence of the need for the project
- demonstrated connection, benefit to, and engagement with, the local diverse community in the planning and delivery of the project
- your capacity and experience to deliver the project

Additional criteria for projects requesting more than \$20,000:

- how the project delivers against the funding priorities

See the [what the assessment criteria means section](#) for further information.

Eligibility

To be eligible, you must operate within the City of Sydney's local area or demonstrate significant benefits for our residents, workers, businesses or visitors.

These organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Business Advocacy Organisation

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

Not eligible for funding

Funding is not available for:

- operational costs or overheads for the core business of an organisation.

For more information on what is not eligible for funding in this program, see the [general exclusions and ineligibility section](#).

How to apply

Applications for grants and sponsorship must be completed online.

For more information on our grants and sponsorships see cityofsydney.nsw.gov.au/grants-sponsorships.

You can also email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

Community services grant

Overview

This grant supports projects and programs that help increase social cohesion and inclusion, develop healthy and resilient communities, and support participation in civic life.

Key dates

Applications open: Summer round

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Funding available

Cash funding up to \$50,000 a year is available for a one-year program or multi-year funding (up to 3 years).

Value-in-kind in the form of street banner pole hire and indoor venue hire is also available.

You can apply for up to \$5,000 for capital expenditure or equipment.

Funding priorities

Our funding will prioritise projects or programs that:

- recognise and support Aboriginal and Torres Strait Islander communities and cultures
- strengthen social cohesion, community resilience and wellbeing
- involve our communities in local decision making and community life
- improve digital literacy and skills
- support people experiencing or at risk of homelessness.

We encourage applications from organisations that support Aboriginal and Torres Strait Islander communities and culture, including community-controlled organisations and networks, along with those that support Priority Communities.

Assessment criteria

Proposals are assessed against:

- evidence of the need for the project or program
- demonstrated connection, benefit to, and engagement with, the local priority communities in the planning and delivery of the project
- your capacity and experience to deliver the project or program

Additional criteria for projects requesting more than \$20,000:

- how the project or program delivers against the funding priorities

See the [what the assessment criteria means section](#) for further information.

For the definition of Priority Communities, see the [glossary/definitions section](#) for more information.

Eligibility

To be eligible an applicant must operate within the City of Sydney's local area or be able to demonstrate significant benefits for the area's residents, workers and/or visitors.

These individuals and organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Individual auspiced by an Eligible Not For Profit Organisation
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation

If you work with an auspicings organisation, we encourage you to choose one relevant to the sector and that can support the development of your proposal.

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

For more information on eligibility see the [eligibility section](#).

Not eligible for funding

For information on what is not eligible for funding in this program, see the [general exclusions and ineligibility section](#).

How to apply

Applications for grants and sponsorship must be completed online.

For more information on our grants and sponsorships see cityofsydney.nsw.gov.au/grants-sponsorships.

You can also email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

Creative grant

Overview

This grant program supports projects that contribute to Sydney's cultural life. We support creative projects that showcase our local artistic talent and provide opportunities for everyone to engage in a creative practice or take part in cultural activities.

For our cultural life to thrive, we need a well resourced and resilient creative sector. This grant program will help build the sustainability of the creative industries by investing in new work, new audiences and new opportunities to unlock the creative potential of our city.

Key dates

Applications open: Summer round

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Funding available

Cash funding up to \$50,000 a year is available for a one-year or multi-year grant (up to 3 years).

Value-in-kind in the form of street banner pole hire and indoor venue hire is also available.

You can apply for up to \$10,000 for capital expenditure or equipment.

Funding priorities

Our funding will prioritise projects that:

- promote local stories and talent, or explore Sydney's history
- celebrate and acknowledge Aboriginal and/or Torres Strait Islander communities and cultures
- reflect and connect with our diverse communities
- enhance professional skills and opportunities for local creative workers
- address challenges facing the creative industries and cultural sector

We encourage applications from organisations that support Aboriginal and/or Torres Strait Islander communities and culture, including community-run organisations and networks.

Assessment criteria

Proposals are assessed against:

- evidence of the need for the project

- demonstrated connection, benefit to, and engagement with, the local diverse community in the planning and delivery of the project
- your capacity and experience to deliver the project

Additional criteria for projects requesting more than \$20,000:

- how the project delivers against the funding priorities

See the [what the assessment criteria means section](#) for further information.

Eligibility

To be eligible an applicant must operate within the City of Sydney's local government area or be able to demonstrate significant benefits for the area's residents, workers or visitors.

These individuals and organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Individual auspiced by an Eligible Not For Profit Organisation
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation
- Corporation
- Co-operative
- Partnership
- Sole Trader
- Trustee of a Trust
- Government Cultural Institution

If you work with an auspicing organisation, we encourage you to choose one that is relevant to the sector and that can support the development of the proposal.

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

For more information on eligibility see the [eligibility section](#).

Not eligible for funding

Funding is not available for:

- operational costs or overheads for the core business of an organisation
- projects that are a festival or event.

For more information on what is not eligible for funding in this program, see the [general exclusions and ineligibility section](#).

How to apply

Applications for grants and sponsorship must be completed online.

For more information on our grants and sponsorships see cityofsydney.nsw.gov.au/grants-sponsorships.

You can also email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

Dixon street improvement grant

Overview

This funding program supports capital works that improve shop and building frontages on Dixon Street south with matched funding that contributes to:

- the visible renewal of Dixon Street (south) shopfronts and facades, making the street more active and attractive
- the creation of a 'chef's gallery' bringing the theatre of food preparation to Dixon Street – the distinct character and identity of Dixon Street as the historic heart of Chinatown.

We provide support for 3 types of capital works projects:

- type 1 - street level major works
- type 2 - street level minor works
- type 3 - upper storey works

Key dates

This program will open for 3 years from 2024/25 or until the budget is exhausted.

See 'how to apply for Dixon street' for more information on the application process.

Funding priorities

Our funding will prioritise:

1. Street level major works
 - building works to bring food preparation to the front window to be visible from Dixon Street (required for this type of grant)
 - upgrades to shopfronts
 - upgrades to external signs and lighting
 - installation of larger windows or bi-fold windows (opening up views from Dixon Street)
 - repair or restoration of the awnings
2. Street level minor works
 - upgrades to Dixon Street shopfronts

- upgrades to external signs and lighting
- installation of larger windows or bi-fold windows (opening up views from Dixon Street)
- repair or restoration of existing awnings

3. Upper storey works

- restoration or installation of signs or street art that maintains Dixon Street's character
- cleaning, repairing or repainting external building façade
- repair or restoration of the awning and upper storey windows
- removal of redundant air conditioning units, utilities, wiring or fixtures.

Funding available

Type 1 – Street level major works: Cash funding up to \$60,000 is available per shopfront.

Type 2 – Street level minor works: Cash funding of up to \$20,000 is available per shopfront.

Type 3 – Upper storey works: Cash funding up to \$60,000 is available per property.

Applicants are required to match the funding requested with cash (value-in-kind will not be accepted).

Assessment criteria

Proposals are assessed against the following criteria:

- significant and visible improvements to the shop and building frontages as viewed from Dixon Street
- design excellence and responds to local heritage and character
- supports local and small businesses
- value for money
- how the project meets the funding priorities.

Eligibility

To be eligible:

- the building must be located on one of the properties highlighted in blue in Figure 1
- the proposed works must be to a frontage visible from Dixon Street
- the applicant must be the landowner or lessee with a letter of support from the landowner
- the applicant must have an ABN (Australian Business Number)
- the proposed works will need to meet certain standards including planning regulations, certification regulations and the Building Code of Australia (National Construction Code).

Your proposal may need to go through a development application process.



Figure 1

Also, for street level major works applications (type 1) to be eligible the proposed improvements must bring food preparation to the front window to be visible from Dixon Street, contributing to a 'chefs gallery' on Dixon Street.

Not eligible for funding

Funding is not available for:

- purchase of buildings
- extensions or additions to properties
- relocation of businesses
- internal fit outs or works which do not improve the frontage as viewed from Dixon Street
- fees for development applications, health inspection fees, health approvals, street closures and other approvals and other similar statutory charges
- reimbursement of funds already spent (funds spent in relation to the project itself can be included towards your matched funds)
- operational costs, staffing, wages and marketing.

How to apply for Dixon street

This program has 4 steps in the application process:

Step 1. Design concierge

- submit your design consign request online
- meet with the concierge team to discuss your site and what type of improvements could be eligible for grant funding
- develop your proposal with advice from the concierge team
- you may need to engage a design team
- the design concierge will carry out eligibility, scope of work and design checks.

Step 2. Grant application (at the same time as Step 3)

- submit your grant application and provide quotes for the proposed work
- for more significant works, the grant payment may be on the condition of an approved development application.

Step 3. Planning approvals or certification (at the same time as Step 2)

- your proposal may require a development application consent or complying development certificate.
- the design concierge team can provide advice.
- the applicant will need to make the necessary applications and pay any applicable fees.

Step 4: Grant assessment

- once you submit your grant application and upload any required approvals or certificates, your grant application will be assessed.
- recommendations then are made to Council, who decide on the final outcome. applicant will be notified when application will be going to Council, and later be notified of the outcome.

Step 5: Contracting, payment and construction (if successful) – Works can commence.

- grant funding will be provided in 2 staged payments: 50% when works begin and 50% when works are completed and verified through a site inspection and review of receipts.

For more information on our grants and sponsorships see cityofsydney.nsw.gov.au/grantssponsorships.

Festivals and events sponsorship

Overview

This grant program supports local festivals and events that celebrate, develop and engage our diverse communities. They may provide forums to share knowledge, create opportunities for active community participation, celebrate local culture and creativity and activate local precincts. They can be one-off, yearly or a series of recurring events over a set period.

Key dates

Applications open: Summer and winter round

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Funding available

Cash funding up to \$50,000 a year is available, for a one-year program or multi-year funding (up to 3 years).

Value-in-kind in the form of street banner pole hire and indoor hire of indoor venues is available.

Sponsorship recipients provided Value-in-kind venue hire for a landmark venue are also eligible for a 25% reduction on equipment hire fees.

If you are not an Eligible Not For Profit Organisation, a Business Advocacy Organisation or an Incorporated Association, you're required to match the cash funding requested with cash and/or value in kind.

You can apply for up to \$10,000 worth of capital expenditure or equipment purchase.

Funding priorities

Our funding will prioritise festivals and events that:

- celebrate and acknowledge Aboriginal and/or Torres Strait Islander communities and cultures
- strengthen social inclusion, enable connectedness and reduce social isolation
- support the visitor economy through activations, events and promotion
- represent the cultural and social diversity of our communities
- activate local precincts with creative programming.

We encourage applications from organisations, groups and individuals that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

Proposals are assessed against:

- evidence of the need for the project
- demonstrated connection, benefit to, and engagement with, the local diverse community in the planning and delivery of the project
- your capacity and experience to deliver the project

Additional criteria for projects requesting more than \$20,000:

- how the project delivers against the funding priorities

See the [what the assessment criteria means section](#) for further information.

Eligibility

To be eligible an applicant must operate within the City of Sydney's local area or be able to demonstrate significant benefits for the area's residents, workers and/or visitors.

These individuals and organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Individual auspiced by an Eligible Not For Profit Organisation
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation
- Corporation
- Co-operative
- Sole Trader
- Trustee of a Trust
- Business Advocacy Organisation
- Government Entity

If you work with an auspicings organisation, we encourage you to choose one that is relevant to the sector and that can support the development of the proposal.

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

For information on eligibility see the [eligibility section](#).

Not eligible for funding

Funding is not available for:

- operational costs or overheads for the core business of an organisation
- fees and charges for landmark venues

- outdoor venues aren't available for Value-in-kind requests. For outdoor events contact openspacebookings@cityofsydney.nsw.gov.au.

For more information on what is not eligible for funding in this program, see the [general exclusions and ineligibility section](#).

How to apply

Applications for grants and sponsorship must be completed online.

For more information on our grants and sponsorships see cityofsydney.nsw.gov.au/grants-sponsorships.

Food support grant

Overview

This funding supports access to affordable and healthy food for our diverse communities.

We provide support for food support projects under 2 tiers:

Tier 1 – Small scale projects

Tier 2 – Large scale projects

Key dates

Applications open: Summer and winter round

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Funding priorities

Our funding will prioritise projects that:

- increase access to affordable, healthy, safe and culturally-appropriate food
- increase community skills in sourcing and preparing healthy food
- improve supply, storage and delivery of healthy food for our diverse communities
- increase resourcing of essential food support services for our diverse communities
- increase access to affordable internet and data that helps people connect to food support services.

We encourage applications from organisations, groups and individuals that support Aboriginal and Torres and Strait Islander communities and culture, including Aboriginal community-controlled organisations and networks.

Tier 1 – Small scale projects

Funding available

Cash funding up to \$250,000 a year is available, for a one-year program or multi-year funding (up to 3 years).

Value-in-kind in the form of indoor venue hire is also available.

You can apply for up to \$100,000 worth of capital expenditure, equipment purchase or other resources.

Assessment criteria

Proposals are assessed against:

- evidence of the need for the project
- demonstrated connection, benefit to, and engagement with, the local diverse community in the planning and delivery of the project
- your capacity and experience to deliver the project
- how the project delivers against the funding priorities

See the [what the assessment criteria means section](#) for further information.

Tier 2 – Large scale projects

Funding available

Cash funding up to \$750,000 a year is available for a one-year program or multi-year funding (up to 3 years).

Value-in-kind in the form of indoor venue hire is also available.

You can apply for up to \$150,000 worth of capital expenditure, equipment purchase or other resources.

Assessment criteria

Proposals are assessed against:

- evidence of the need for the project
- demonstrated connection, benefit to, and engagement with, the local diverse community in the planning and delivery of the project
- your capacity and experience to deliver the project
- how the project delivers against the funding priorities
- evidence of partnerships with local community organisations and networks

See the [‘what the assessment criteria means section](#) for further information.

Eligibility

To be eligible an applicant must operate within the City of Sydney’s local government area or be able to demonstrate significant benefits for the area’s residents, workers and/or visitors.

These organisations can apply for tiers 1 and 2:

- Eligible Not For Profit Organisation
- Incorporated Association

These additional individuals and organisations can apply for tier 1 only:

- Individual auspiced by an Eligible Not For Profit Organisation
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation

If you work with an auspicings organisation, we encourage you to choose one that is relevant to the sector and can support the development of the proposal.

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

Not eligible for funding

For information on what is not eligible for funding in this program, see the [general exclusions and ineligibility section](#).

How to apply

Applications for grants and sponsorship must be completed online.

For more information about our grants and sponsorships see cityofsydney.nsw.gov.au/grants-sponsorships.

If you are interested in applying for tier 2, contact our grants team to discuss your proposal on 02 9265 9333 or email communitygrants@cityofsydney.nsw.gov.au.

Green building grant

Overview

This grant program supports building owners and owners corporations to receive environmental ratings, certifications and assessments to make their buildings resource-efficient and achieve net zero emissions by 2035.

These are examples of what funding can support:

Residential apartment buildings

- building electrification feasibility assessments
 - upgrades of domestic gas hot water systems to heat pump systems
 - full building electrification including common areas, in-apartments and electric vehicle charging
- renewable energy feasibility assessments
 - onsite solar, especially shared solar that enables renters access to renewable energy
- energy, water, and waste assessments
 - identification of no-/low-cost efficiency opportunities
 - identification of larger projects that future-proof buildings
- establishment of local resource recovery hubs (non-capital works)
- multi-year NABERS energy and water ratings
 - initial rating year and action plan, second year rating and evaluation plan for implemented upgrades, final rating year with measured saving and outcomes.

Applicants should demonstrate intent to implement feasible solutions, as indicated in the assessments, and sufficient budget in the building's Capital Works Fund to do so.

Accommodation buildings, including hotels, hostels and serviced apartments

- electrification feasibility assessment for gas dependent boiler, heating, ventilation and air conditioning (HVAC) and kitchen systems.
- multi-year NABERS energy and water ratings and waste verification
 - initial rating year and action plan, second year rating and evaluation plan for implemented upgrades, final rating year with measured saving and outcomes.
- Green Star Performance rating
- EarthCheck certification
- Ecotourism certification
- energy, water and waste assessments
- renewables feasibility assessments
- net zero action plan.

Key dates

Applications open: Summer round and winter round

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Funding available

Cash funding up to \$50,000 is available for each project, per year up to 3 years.

Accommodation buildings, including hotels, hostels and serviced apartments: If you don't meet the guidelines definition Eligible Not For Profit Organisation or Incorporated Association, you're required to match the cash funding request with cash and/or value-in-kind.

Funding priorities

Our funding will prioritise projects that enable existing residential and accommodation buildings to improve their environmental performance, electrify gas systems and achieve net zero emissions.

We encourage applications from organisations that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

Proposals are assessed against:

- evidence of the need for the project
- your capacity and experience to deliver the project
- how the project delivers against the funding priorities

See the [what the assessment criteria means section](#) for further information.

Eligibility

The owners corporation of a residential apartment building or owner of an accommodation building in the City of Sydney's local area that is one of the following organisation types:

- Owners Corporation
- Eligible Not For Profit Organisation
- Incorporated Association
- Corporation
- Co-operative
- Trustee of a Trust

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

For information on eligibility see the [eligibility section](#).

Not eligible for funding

- capital expenditure or capital works
- new buildings
- commercial office or entertainment building types
- requests for tender, quote comparisons
- a NABERS rating mandated by government including under the commercial building disclosure scheme at point of sale or lease.

For more information on what is not eligible for funding in this program, see the [general exclusions and ineligibility section](#).

How to apply

Applications for grants and sponsorship must be completed online.

For more information on our grants and sponsorships see cityofsydney.nsw.gov.au/grants-sponsorships.

You can also email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

Haymarket activation grant

Overview

This grant program will support one major activation in the Haymarket precinct per year to the value of \$200,000.

The activation will attract people to Haymarket (defined as the area within the dotted lines on Figure 1), celebrate Asian cultures and strengthen community inclusion and cohesion. The project will be produced through collaborations and will activate public places, business premises and vacant space with cultural programming.

Project collaborators may include:

- businesses in Haymarket
- landowners and others in Haymarket wanting to activate vacant space
- a media agency
- an arts/cultural operator
- a creative producer or event manager
- a local community group wanting to reinvigorate Haymarket.

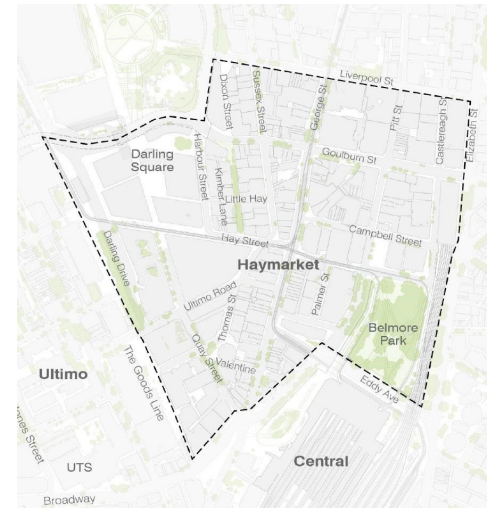


Figure 1

Key dates

Applications open: Summer round only

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Funding available

Cash funding of \$200,000 plus up to \$100,000 of Value-in-kind (for example banners, venue hire) is available for one major activation. Within the cash funding component, applicants can apply for up to \$20,000 worth of capital expenditure or equipment purchase.

Funding priorities

Our funding will prioritise projects that support:

- celebrate Asian cultures and communities
- strengthen social inclusion, enable connectedness and reduce social isolation
- support the visitor economy through activations, events and promotion
- represent the cultural and social diversity of our community

- activates Haymarket with creative and cultural programming.

Assessment criteria

Proposals are assessed against:

- potential reach and impact of the activation including proposed timing
- capacity and experience of the applicant and their partners to produce the activation
- demonstrated partnerships, connection and benefit to Haymarket and the local community
- evidence of diversity, inclusion and equity in planning and producing the activation
- how the project meets the funding priorities.

Eligibility

These organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Corporation
- Co-operative
- Trustee of a Trust

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

For information on eligibility see the [eligibility section](#).

Not eligible for funding

Funding is not available for:

- activations proposed outside of the Haymarket area (marked on Figure 1 in these guidelines)
- operational costs or overheads for the core business of an organisation
- activations that are part of or at the same time as existing festivals and events taking place within or in the vicinity of the Haymarket area (for example Sydney Lunar Festival, Vivid Sydney or SXSW Sydney).

For more information on what is not eligible for funding in this program, see the [general exclusions and ineligibility section](#).

How to apply

Applications for grants and sponsorship must be completed online.

If you are planning to hold your activation at a City of Sydney managed outdoor space, please review the fees and charges for outdoor venue hire and contact the outdoor venue management team by email openspacebookings@cityofsydney.nsw.gov.au.

For more information on our grants and sponsorships see cityofsydney.nsw.gov.au/grantssponsorships.

Innovation and ideas grant

Overview

This grant program supports projects that foster innovation, expand opportunities, showcase local expertise, and test new ideas to address local and global issues across our strategic priorities.

Projects that deliver across multiple priorities are encouraged.

Funding can support:

- research and feasibility studies relating to the funding priorities listed below
 - projects that test and extend new approaches for addressing local and global issues
 - demonstration projects that promote market awareness and adoption of innovations
 - development and implementation of best practice approaches and toolkits
 - new technologies that support the delivery of the funding priorities
 - initiatives that increase the scale of delivery for existing projects.
-

Key dates

Applications open: Summer and winter round

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Funding available

Cash funding up to \$50,000 a year is available, for a one-year program or multi-year funding (up to 3 years).

If you are not an Eligible Not For Profit Organisation or an Incorporated Association, you're required to match the cash funding request with cash and/or value-in-kind.

You can apply for up to \$5,000 worth of capital expenditure or equipment purchase.

Value-in-kind in the form of indoor venue hire is also available.

Funding priorities

Our funding will prioritise innovative projects that make Sydney:

- a leading environmental performer
- a circular economy that supports reuse and repair
- a place with a transformed and innovative economy
- more equitable and inclusive
- more resilient and diverse

- thrive culturally and creatively.

We encourage applications from organisations, groups and individuals that support Aboriginal and/or Torres Strait Islander communities and culture, including Aboriginal community-controlled organisations and networks, along with those that support Priority Communities, including renters and people living in apartments.

Assessment criteria

Proposals are assessed against:

- evidence of the need for the project
- demonstrated connection, benefit to, and engagement with, the local diverse community in the planning and delivery of the project
- your capacity and experience to deliver the project

Additional criteria for projects requesting more than \$20,000:

- how the project delivers against the funding priorities

See the [what the assessment criteria means section](#) for further information.

For the definition of a priority community, see the [glossary/definitions section](#) for more information.

Eligibility

To be eligible, an applicant must operate within the City of Sydney's area or demonstrate significant benefits for our residents, workers or visitors.

These organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Corporation
- Co-operative
- Trustee of a Trust

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

For information on eligibility see the [eligibility section](#).

Not eligible for funding

Funding is not available for:

- operational costs or overheads for the core business of an organisation

For more information on what is not eligible for funding in this program, see the [general exclusions and ineligibility section](#).

How to apply

Applications for grants and sponsorship must be completed online.

For more information about our grants and sponsorships see cityofsydney.nsw.gov.au/grants-sponsorships.

You can also email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

You can review all [our Strategies and Action plans](#) on our website.

Major grants

Overview

This program supports projects that bring significant and long term economic, environmental, social and cultural impact to Sydney.

This program provides support for significant recurring major festivals, events, programs or capital works from organisations with a proven track record, have multiple sources of income, recognised brand, support increased visitation, economic activity and investment in Sydney.

This will achieve results across our multiple strategic priorities, support our diverse communities and enhance the vibrancy and sustainability of the City of Sydney.

Key dates

This program is open all year for applications. This program is by invitation only.

Funding available

Funding is available for up to 5 years and may include capital expenditure or equipment.

Value-in-kind in the form of indoor venue hire and other negotiated City of Sydney services and resources is available.

Eligible Not-For-Profit organisations are also eligible for street banner pole hire Value-in-kind and a 25% reduction on equipment hire fees at Landmark Venues (for equipment owned by the City of Sydney).

If you are not an Eligible Not-For-Profit or an Incorporated Association, you're required to match the funding request with cash and/or value-in-kind.

Funding priorities

Major grants must contribute to at least 3 of the following priorities:

- celebrate, support and acknowledge Aboriginal and/or Torres Strait Islander communities and cultures
- support and significantly improve social cohesion, inclusion, community resilience and connectedness
- increase access and engagement in the social, cultural and economic life of Sydney for diverse communities
- support the visitor economy and activate local precincts through creative programming, events and promotion
- attract intrastate, interstate or international visitation and investment in Sydney
- support artists, creative industries and local businesses
- encourage cultural organisations, businesses and talent to locate and operate in Sydney

- secure and maintain local community and cultural assets
- address challenges facing the creative industries and cultural sector
- support improvements for priority communities
- invest in services and build the organisational capacity of organisations that support people experiencing or at risk of homelessness.

We encourage applications from organisations that support Aboriginal and Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

Proposals are assessed against:

- evidence of the need for the project
- demonstrated connection, benefit to, and engagement with, the local diverse community in the planning and delivery of the project
- demonstration of sustainable practices and minimising environmental impact and implementation of resource recovery approaches
- capacity and experience of the applicant to deliver quality projects of this size, impact and reach
- how the project delivers against the funding priorities
- demonstration of value for money, financial capacity and ongoing viability of the project
- evidence of partnerships with local community organisations and networks
- for event-based projects: evidence of track record, organisational viability and market demand to support future events, large scale audience or market reach and national or international brand awareness

You may be assessed against additional criteria based on the specific strategic outcomes sought by us. These will be negotiated prior to any submission.

Application requirements and process

Application for this program is by invitation only.

We will advise an applicant of the requirements for the application as part of the invitation.

The requirements may include:

- strategic business plan, including:
 - financial plan for five years
 - strategic plan
- audited financial statements
- marketing plan
- operational plan
- key performance indicators
- detailed project for first year
- reconciliation action plan (RAP)
- inclusion plan

- sustainability plan

Outcomes from the funding will be negotiated between the City of Sydney and the applicant.

Eligibility

To be eligible an applicant must operate within the City of Sydney's local government area or be able to demonstrate significant benefits for the area's residents, workers and/or visitors.

These organisations can apply, when invited:

- Eligible Not For Profit Organisation
- Incorporated Association
- Corporation
- Co-operative
- Partnership
- Trustee of a Trust
- Government Cultural Institution
- Government Entity

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

Not eligible for funding

Funding is not available for:

- fees and charges for landmark venues.

For more information on what is not eligible for funding in this program, see the [general exclusions and ineligibility section](#).

How to apply

This program is by invitation only.

If you are interested learning more about major grants, please contact our grants team to discuss your proposal on 02 9265 9333 or email communitygrants@cityofsydney.nsw.gov.au.

Quick response grant

Overview

This grant program supports time sensitive, small scale, community-led projects that assist in meeting urgent needs in our Priority Communities. Priority Communities may experience heightened inequality and experience barriers to social, economic, cultural, political and environmental resources, services and support. This program will support project supports the immediate needs of these communities.

Key dates

This program is open all year for applications until the budget is exhausted.

Projects should start at least 4 weeks after submitting your application.

Projects should be delivered within 4 months.

Funding available

Cash funding up to \$5,000 is available for projects up to 4 months.

Value-in-kind in the form of indoor venue hire is also available for organisations only.

Cash funding can be used for capital expenditure or equipment.

The cost of necessary insurances can be included in your application.

Funding priorities

Our funding will prioritise time-sensitive projects that support Priority Communities and those with the greatest need through:

- emergency support for community, cultural and sustainability projects
- resilience and readiness of communities to respond to shocks
- local residents and teams representing the local area in sporting, academic or environmental fields
- minor capital works, equipment upgrades and acoustic upgrades for venues

We encourage applications from organisations, groups and individuals that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

Proposals are assessed against:

- evidence of how the project addresses an immediate need or emergency

- demonstrated connection, benefit to, and engagement with, local Priority Communities
- your capacity and experience to deliver the project

See the [what the assessment criteria means section](#) for further information.

For the definition of Priority Communities, see the [glossary/definitions section](#) for more information.

Eligibility

To be eligible, an applicant must operate within the City of Sydney's local government area or be able to demonstrate significant benefits for the area's residents, workers and/or visitors.

These individuals and organisations can apply,

- Eligible Not For Profit Organisation
- Incorporated Association
- Partnership
- Sole Trader
- Individual without an ABN
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation

If you work with an auspicing organisation, we encourage you to choose one that is relevant to the sector and that can support the development of the proposal.

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

For information on eligibility see the [eligibility section](#).

Not eligible for funding

- ongoing project, event or program funding
- operational costs or overheads for the core business of an organisation
- projects that have been unsuccessful for Quick response grant funding within the previous 6 months

For more information on what is not eligible for funding in this program, see the [general exclusions and ineligibility section](#).

How to apply

Applications for grants and sponsorship must be completed online.

It is anticipated that successful applicants should be notified 4 weeks after submission of application.

For more information about our grants and sponsorships see <http://www.cityofsydney.nsw.gov.au/grants-sponsorships>.

You can also email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

Affordable and diverse housing fund

Overview

This fund promotes the development of affordable and diverse rental housing in our area by community housing providers as well as other organisations.

It's part of the City of Sydney's commitment to overcome financial barriers to affordable and diverse housing.

Key dates

This program is open all year for applications.

Funding available

The fund's priority is to leverage private finance for affordable rental housing. Affordable rental housing means all forms of short and long term rental accommodation offered at below market rates, including affordable housing, social housing, assisted living, aged and respite care, crisis housing and boarding houses.

Funds can be used for:

- acquiring land owned by third parties
- acquiring land owned by the City of Sydney
- design and construction
- associated development costs.

Funding for each project will be up to \$3 million.

Funding priorities

- maximise the amount of subsidised housing within the City of Sydney's area
- leverage additional funds from sources other than City of Sydney, including private debt finance, charitable donations and grants from state and federal government
- encourage a broad range of community housing providers to invest in and operate diverse housing locally
- achieve positive results for our diverse communities through subsidised housing
- ensure the continued use of funded projects as subsidised housing

- facilitate the ongoing management in accordance with the applicable regulatory requirements, such as NSW affordable housing guidelines
- achieve timely delivery using appropriately experienced and capable principals and contractors

We encourage applications from organisations that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

Proposals are assessed against:

- amount, nature and location of subsidised housing and any other uses or support
- proportion of the total project cost requested as City of Sydney funding including cash, value-in-kind and land
- proportion of total project cost funded by the applicant and other sources
- property development experience, expertise and capability
- experience with housing in line with relevant regulations
- financial capacity
- evidence of diversity, inclusion and equity in planning and build of the project.

Eligibility

To be eligible, the affordable and diverse housing will be in the City of Sydney's local government area.

These organisations can apply:

- Community Housing Provider
- Eligible Not For Profit Organisation
- Incorporated Association
- Corporation
- Co-operative
- Trustee of a Trust

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

Not eligible for funding

- consent authority fees and charges
- projects already receiving other subsidies or benefits from the City of Sydney, including projects that have received discounted land sales or leases.

For more information on what is not eligible for funding in this program, see the [general exclusions and ineligibility section](#).

Further conditions

- funds must only be used for capital expenditures on new subsidised housing developments
- our financial contribution won't be more than 30% of the total cost
- funds won't be released until a construction certificate is issued for the development and a covenant securing use of the land for subsidised housing (and containing terms required by the City) is registered on the title to the land
- funds may need to be repaid if the project completion date isn't met, the project is terminated, the recipient becomes insolvent or the project description changes materially
- the recipient must operate the facility in line with federal, state and local government regulatory requirements
- unless otherwise approved by the City of Sydney, housing delivered through the fund is to be rented to a range of low to moderate income earners at no more than 30% of gross household income, in line with NSW affordable housing guidelines
- the build must start within three years of funding approval
- the project can include some market housing for sale or a commercial component for lease or sale if this helps finance the project or helps meet planning requirements.

Additional information

Please contact us if your idea supports innovation or project development outside of the funding priorities.

How to apply

Contact senior planner Central Sydney planning to discuss your proposal on 9265 9333 or email council@cityofsydney.nsw.gov.au.

Accommodation grant

Overview

The City of Sydney's community facilities include different buildings and spaces that vary in size, location and function. Under our accommodation grants program, we lease facilities or spaces for up to 5 years at reduced rates (below market rental rates) or at no charge. We may offer some longer tenancies based on operational and community needs and public interest. Tenancies are informed by the strategic priorities reviewed and set by Council every 4 years.

Tenancies are offered through an expression of interest process as spaces become available and are highly competitive. We encourage you to sign up to our mailing list to be notified when spaces become available at confirmsubscription.com/h/j/C601462D618DBDC8.

To apply for these spaces, you must demonstrate that payment of commercial rents would cause financial hardship leading to a reduction or withdrawal of services to our Priority Communities.

Key dates

Applications for space through this program are invited as facilities become available, and opportunities are published on our [website](#) and [email notices](#).

Support available

Support is available in the form of waived or reduced rental charges for City of Sydney facilities. Rates vary depending on the space being leased and the financial capacity of the applicant.

The City of Sydney may require payment of a bond as part of your lease agreement.

Funding priorities

- improved social wellbeing, reduced isolation and increased cultural participation
- increased services by community and cultural organisations that benefit residents, workers and visitors, and contribute to their social, cultural, economic and environmental health
- enhanced financial sustainability for local organisations including artists
- greater public participation in arts and creative projects
- greater sharing of knowledge and resources by new and emerging groups, increasing the capacity and viability of the business and community sectors
- active solutions to sector-wide issues and provision of direct services by newly established and startup businesses and organisations that benefit our communities.

We encourage applications from organisations that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

Proposals are assessed against:

- the need for the tenancy and proposed results
 - your capacity and experience
 - connection and benefit to the local area and communities
 - diversity, inclusion and equity in the planning and development of the project
 - how the proposal aligns with the funding priorities
 - any other criteria for specific properties as they become available
 - for renewals, compliance with past agreements, lease terms and demonstration of ongoing need.
-

Eligibility

To be eligible an applicant must operate within the City of Sydney's local government area or be able to demonstrate significant benefits for the area's residents, workers and/or visitors.

These individuals and organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Corporation
- Co-operative
- Partnership
- Sole Trader
- Trustee of a Trust
- Government Entities

Applicants must demonstrate that payment of standard rates would cause financial hardship.

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

For more information, see the general [eligibility section](#).

Not eligible for funding

For information on what is not eligible for funding in this program, see the [general exclusions and ineligibility section](#).

How to apply

The Accommodation grant program is run as an expression of interest. The first step will be a call for community members' interest, followed by an application stage. We may interview short-listed candidates.

Opportunities are published on our website and email newsletters as facilities become available. You can sign up for accommodation grants notifications at confirmsubscription.com/h/j/C601462D618DBDC8.

Creative live/work spaces grant

Overview

The creative live/work spaces grant will support Practising Professional Artists to live in Sydney and practice their creative discipline by providing space to live and/or work in central Sydney at below market rates.

Tenancies are offered through an expression of interest process as properties become available.

This program provides support for up to 2 years, under 2 categories:

Category A: Work spaces

The City of Sydney has a small number of studio and work spaces suitable for artists and creative workers to undertake projects, cultural production or arts practice. Size and suitability for different processes and practice depend on location and zoning.

Category B: Live and work spaces

The City of Sydney has a small number of residential properties in inner city locations available for use by Practising Professional Artists to live and work at below market rates.

There are one bedroom apartments for individuals and three-bedroom apartments for multiple people.

Occupying a property within this program enables a cohort of artists to be neighbours for a set duration, nurturing a unique day to day living experience, expanding artists' networks and enabling new collaborative possibilities.

Key dates

This program has no set dates or rounds. Applications are invited as properties become available.

Support available

Support is available in the form of reduced rental charges for City of Sydney properties for up to 2 years.

The City of Sydney may require payment of a bond as part of your lease agreement.

Funding priorities

We will prioritise applications that:

- support artists to continue to live and work in Sydney

- support Aboriginal and/or Torres Strait Islander artists
 - support artists from culturally and socially diverse backgrounds
 - demonstrate an applicant's need for support to continue to live and work in Sydney
 - demonstrate the value of the applicant's artistic output to the City of Sydney
 - enrich Sydney's communities and the local creative sector
-

Assessment criteria

Applications are assessed against:

- artistic or creative achievements of the applicant
 - experience and/or qualifications of the applicant
 - impact this opportunity will have on the applicant's creative practice
 - impact this opportunity will have on local communities and the creative sector
 - suitability of the creative practice for the space and experience of collaborative/co-operation working
 - ability to occupy the property by the specified date
 - how the application delivers against the funding priorities
 - any other criteria for the specific properties as they become available.
-

Eligibility

To be eligible you must be:

- working as a Professional Practicing Artist
- living in the Greater Sydney Area
- 18 years or older
- a citizen or permanent resident of Australia
- a Sole Trader.

We will assess eligibility for this program using the definition of artistic professions used in the Artists as Workers study undertaken by Creative Australia.

Eligible artists include:

- writers
- visual artists
- craft practitioners
- actors and directors
- dancers and choreographers
- musicians and singers
- composers, songwriters and arrangers
- community cultural development artists.

For the definition of a Professional Practicing Artist, and Greater Sydney Area see the [glossary/definitions section](#) for more information.

Not eligible for funding

For information on what is not eligible for funding in this program, see the [general exclusions and ineligibility section](#).

How to apply

This grant program is run as an expression of interest. The first step will be a call for community members' interest, followed by an application stage. We may interview short-listed candidates.

Opportunities are published on our website and email newsletters as spaces become available.

Sign up for creative live/work spaces notifications at confirmsubscription.com/h/j/F41B9C0BDBB5B36C.

Short-term empty properties grant

Overview

The City of Sydney owns a number of commercial and community properties, including retail and office space. These properties may be empty for short periods between tenancies.

The short-term empty properties program provides immediate and short-term occupancy of temporarily vacant or under-used properties within our portfolio. The properties are offered for a minimum of one month occupancy. The program supports:

- creative practitioners and cultural organisations
- community organisations and social enterprises
- businesses and startups that support the local economy
- organisations with a focus on sustainability and the environment.

Preference is given to applicants in our area or to projects that can demonstrate significant benefit to the local communities.

Key dates

This program has no set dates or rounds and is responsive as properties become available.

Sign up for creative spaces notifications at confirmsubscription.com/h/i/F41B9C0BDBB5B36C

Support available

Support is available in the form of reduced rental charges for City of Sydney properties available and suitable for the proposed activity. The City of Sydney may require payment of a bond as part of your lease agreement.

Funding priorities

- activities that reflect our cultural, social, economic and environmental strategies and action plans
- increasing connection with local communities, including artists and creative organisations, small business and visitors
- stimulating local economies by encouraging a diverse business mix with innovative or capacity building enterprises

- increasing opportunities and exposure for emerging and established enterprises including artists
- increasing opportunities for local Aboriginal and/or Torres Strait Islander organisations.

We encourage applications from organisations that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

- idea for the space – how you will use the space?
 - use of space - why is this space suitable?
 - support - how will this opportunity support you (including how often you will use the space)?
 - how does the project deliver against the funding priorities set out above?
-

Eligibility

You must show how your proposal benefits our residents, workers and visitors.

Applicants must demonstrate that payment of standard rates would cause financial hardship.

These individuals and organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation
- Corporation
- Co-operative
- Partnership
- Sole Trader
- Trustee of a Trust

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

For more information on eligibility see the general [eligibility section](#).

Not eligible for funding

For information on what is not eligible for funding in this program, see the [general exclusions and ineligibility section](#).

How to apply

This grant program is run as an expression of interest. The first step will be a call for community members' interest, followed by an application stage. We may interview short-listed candidates.

This program has no set dates or rounds and is open when properties become available.

Sign up for creative spaces notifications at confirmsubscription.com/h/j/F41B9C0BDBB5B36C

Street banner sponsorship

Overview

The City of Sydney has up to 1500 banner poles available for hire. This sponsorship provides banner pole hire Value-in-kind for our banners, enhancing streetscape vibrancy and raising the profile of forthcoming cultural events, social issues and other activities.

Sponsorship only applies to banner pole hire fees. You must meet all standard conditions of hire and pay all other charges such as design, manufacture, installation and dismantling of banners. See fees and charges at sydneycitybanners.com.au.

Key dates

This grant program is open all year to applications.

All applications must be submitted online at least 4 months before the banner campaign and take a minimum of 2 months to process and receive a decision.

The banner campaign should take place within 12 months of the grant approval.

Support available

- support is available in the form of value-in-kind or reduced hire rates for street banner poles, subject to availability.
- you can request up to 150 banner poles for up to 2 weeks, once a year.

Further requests will be considered for significant events and depend on availability in the street banner network. Street banner sponsorship is applicable to city centre and urban locations only.

Please note that your organisation will be responsible for the cost of the design, production, installation and dismantling of the banners, as we are unable provide Value-in-kind for, or waive, these fees.

Funding priorities

- increasing awareness and profile of issues, events and activities of registered charities, not-for-profits and cultural institutions
- positively contributing to the overall character and vibrancy of streetscapes through an attractive and visual medium
- strengthening cultural and community life.

We encourage applications from organisations that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

Proposals are assessed against how the project aligns with the funding priorities.

Eligibility

To be eligible for funding an applicant must operate within the City of Sydney's local government area or be able to demonstrate benefits for the area's residents, workers and/or visitors.

These organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation
- Government Cultural Institution

You must:

- demonstrate that payment of standard rates would cause financial hardship
- demonstrate that a program of events has been prepared with an appropriate publicity and promotions campaign
- acknowledge the City of Sydney's assistance in any promotional material for the event.

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

For more information, read the general [eligibility section](#).

Not eligible for funding

- applicants that have been funded under the same program in the past 12 months
 - projects that have already received cash funding from a different City of Sydney grant program.
-

Further conditions

- bookings can only be made 6 months in advance from the installation date and after you've received confirmation of a successful application.
 - all banner designs must be approved by the City of Sydney prior to manufacture and include our logo. We reserve the right to refuse a banner design.
 - we reserve the right to determine the number and location of banner poles provided and to relocate banners to other locations.
 - poles are subject to availability at the time of booking.
-

How to apply

To hire street banner poles, please contact banners@cityofsydney.nsw.gov.au to discuss hiring costs.

To apply for this grant, contact the grants team on 02 9265 9333 or email communitygrants@cityofsydney.nsw.gov.au

Venue hire support grant

Overview

The City of Sydney owns various indoor venues available for hire. The venue hire support grants program helps community and cultural groups and organisations host events, concerts, fundraisers, conferences, meetings and community gatherings. Cultural, environmental and community groups and organisations that demonstrate financial hardship can apply.

Support is available for community venues and landmark venues.

Outdoor venues aren't available for value-in-kind requests. For outdoor events, contact openspacebookings@cityofsydney.nsw.gov.au.

Key dates

This grant program is open all year to applications until the budget is exhausted.

Apply online at least 8 weeks before your event.

The first activity must take place within 12 months of the application date.

Support available

Support is available in the form of one-off or multi-year (up to 3 years) reduced rates for community and landmark venue hire, subject to availability.

Not-for-profit organisations are eligible for a 25% reduction on equipment hire fees at landmark venues for equipment owned by the City of Sydney.

Funding priorities

- increasing numbers of programs, events and activities that contribute to social wellbeing, social inclusion and increased cultural participation
- improve services and projects for residents, workers and visitors that contribute to their social, cultural, economic and environmental health
- boost capacity of the cultural, environmental and community sector through the sharing of knowledge and resources.

We encourage applications from organisations, groups and individuals that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

Proposals are assessed against:

- evidence of the need for the project
- demonstrated connection, benefit to, and engagement with, the local diverse community in the planning and delivery of the project
- your capacity and experience to deliver the project
- how the project delivers against the funding priorities

Eligibility

To be eligible for funding an applicant must operate within the City of Sydney's local government area or be able to demonstrate benefits for the area's residents, workers and/or visitors.

You must demonstrate that payment of standard rates would cause financial hardship.

Community venues

These organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Unincorporated Community Group (note that an Individual or Eligible Not For Profit Organisation will need to enter into the venue hire agreement on your behalf)

Landmark venues

These organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association

For the definition of each eligible applicant above, see the [glossary/definitions section](#).

For more information, read the general [eligibility section](#).

Not eligible for funding

- fees and charges associated with event staffing at venues
- projects that have already received funding from another grant.

Further conditions

Venue hire and equipment fees and charges are set for the facilities each year by the City of Sydney.

The grant covers venue hire fees only.

You will need to enter into a venue hire agreement and pay all other charges such as deposit and bond, security/key deposit, public liability insurance, cancellation, audio visual, extra staffing such as ushers, cloakroom and security, and any food and beverages.

How to apply

The list of [venues](#) can be located on our website.

- To book a community venue, please contact communityvenues@cityofsydney.nsw.gov.au for a quote and make a tentative booking if your project is time sensitive
- To book Sydney Town Hall, Paddington Town Hall or Customs House, please submit a [venue booking request](#) and contact thm@cityofsydney.nsw.gov.au for a quote

When requesting a quote, please notify the City of Sydney staff that you're applying for a grant.

To apply for this grant, once you have a quote, contact the grants team on 02 9265 9333 or email communitygrants@cityofsydney.nsw.gov.au.

Glossary/Definitions

Term	Meaning/Explanation
Acquittal	A written report submitted after the funded project is complete or yearly for multi-year projects. It details how the recipient administered the grant funds and met the project outcomes in the funding agreement.
Auspice	An incorporated organisation who receives, administers and manages the grant or sponsorship on behalf of an applicant. The auspice is required to: - enter into the relevant agreement with the City of Sydney - accept grant funds and pay the auspiced grant applicant - be responsible for any value-in-kind support we approve, including making bookings and entering into any related agreements with us - manages grant funds during the project - be responsible for all obligations in the agreement with us including providing insurances on behalf of the auspiced grant applicant. The auspice should have the technical skills to guide and support the applicant in the project, while acknowledging project decisions remain with applicant.
Capital expenditure	Funding specifically requested for purchase, maintaining or upgrading items the applicant owns and that will be used beyond the time of the project, such as building maintenance, upgrading technology or buying new equipment. These expenses are different from regular costs like salaries or utilities because they build and improve the offerings to communities in a more permanent way.
Child related work	Child-related work (including voluntary work) is: - providing services for children and young people under 18 - where the work normally involves being face to face with children - where contact with children is more than incidental to the work. As defined by the <u>Child Protection (Working with Children) Act 2012</u> and <u>Regulation 2013</u>
Festival or event	A public occasion for celebration or gathering to commemorate a milestone, local anniversary or an organised series of special events and performances, usually with a common theme and for set period of time.
Grant	Cash or value-in-kind support provided to applicants for a specified project or purpose.
Greater Sydney area	Greater Sydney area is a suburban region that represents the functional area of Sydney city which includes populations who regularly socialise, shop or work within Sydney, but may live either in the city or in the small towns and rural areas surrounding Sydney. Greater Sydney area stretches across Western and Southern Sydney in an arc to the Northern beaches and Central Coast.

The boundaries are listed here <https://www.abs.gov.au/census/find-census-data/community-profiles/2021/1GSYD>



Practicing Professional Artist

A Practicing professional artist is defined as meeting one or more of the following criteria:

1. In the last three to five years, have had an artistic achievement in their art form, such as:
 - a work of creative fiction or imagination accepted for publication by a recognized publishing outlet or performed by a professional stage, radio, television or film company, for which a fee or royalties was received;
 - a work or works shown or performed at a professional gallery or exhibition, or published by a recognised publishing outlet, or have received a major public or private commission;
 - an original composition, other than advertising jingles or other commercial music, performed under professional circumstances, either live, broadcast, recorded or filmed;
 - a professional engagement as a director or dramatic actor or performer with a professional stage, television or film company;
 - a professional engagement as a choreographer, dancer, musician or singer in a professional capacity;
 - contributed to the development of a major community arts project, or played an important part in encouraging members of the community to create works of art, or had a substantial artistic role in a festival or other important community arts event; or
2. have been engaged in the last five years in creating a serious and substantial body of work in their art form; or
3. have undertaken full-time training in their art form; or
4. in the last three to five years, have received a grant to work in their art form from a public or private grant-giving agency.

Priority Communities

Communities that may experience heightened inequality and experience barriers to social, economic, cultural, political and environmental resources, services and support.

These include Aboriginal and Torres Strait peoples, people on low incomes, people renting including social housing residents, 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 second language, people of diverse sexualities and genders, and women and girls.

Recipient	A party who has successfully applied for a grant or sponsorship. Also known as grantee.
Social enterprise	A business with a clear and stated social, environmental or cultural mission. They are usually driven by a public or community cause, derive most of their income from trade (not donations or grants) and use the majority of their profits to work towards their social mission as defined by their constitution.
Sponsorship	Agreements between the City of Sydney and organisations where the City of Sydney receives benefits in return for the sponsorship. Examples of benefits include promotion, marketing, speaking opportunities or tickets.
Value-in-kind	Value-in-kind refers to an arrangement where the City of Sydney gives up revenue, either in full or a percentage, on things for which a fee normally applies. This may include venue hire, banner pole hire, or rent.

Entity	Definition
Sole Trader	An individual running a business with an active ABN.
Eligible Not For Profit Organisation	An organisation registered with the Australian Charities and Not-for-profits Commission that is an Incorporated Association, Trust, Corporation, or Co-operative and that has an active ABN. This category does not include unincorporated associations (including unincorporated groups or clubs) – refer to Unincorporated Community Group.
Corporation	A company incorporated under the Corporations Act 2001 (Cth) with a current ACN and active ABN, or a company incorporated under the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (Cth) with a current ICN and active ABN.
Incorporated Association	An association incorporated under the Associations Incorporation Act 2009 (NSW) with an active ABN, or an association incorporated under equivalent State/Territory legislation with an active ABN.
Co-operative	A co-operative registered under the Co-operatives (Adoption of National Law) Act 2012 (NSW) or equivalent State/Territory legislation with an Australian Registered Body Number (ABRN) and active ABN.
Individual	An individual that is not running a business and does not have an ABN.
Partnership	A partnership regulated by the Partnership Act 1892 (NSW) or equivalent State/Territory legislation with an active ABN.
Government Entity	An entity with an active ABN that is either a department, executive or statutory agency of, or corporation owned by, the Commonwealth or any State or Territory; any entity within the meaning of section 41 of A New Tax System (Australian Business Number) Act 1999 (Cth); or a local governing body as defined by the Income Tax Assessment Act 1997 (Cth), and includes Government Cultural Institutions.
Business Advocacy Organisation	An organisation that represents and/or advocates for businesses in a particular industry, sector or area and this is either a Corporation that is limited by guarantee, a Co-operative that is non-distributing, or an organisation registered under the Fair Work (Registered Organisations) Act 2009 (Cth).

Trustee of a Trust	An Individual or Corporation acting in its capacity as a trustee of a trust. This category does not include trusts that are government entities – refer to Government Entities.
Community Housing Provider	An entity that provides community housing that is registered in NSW under the Community Housing Providers (Adoption of National Law) Act 2012 (NSW) and that has an active ABN.
Government Cultural Institution	A Government Entity that is either a NSW State cultural institution as defined by Create NSW or a National Cultural Institution as defined by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts.
Owners Corporation	An owners corporation constituted under the Strata Schemes Management Act 2015 (NSW) and that has an active ABN.
Unincorporated Community Group	A group of people that have agreed to pursue a common purpose or interest, including groups such as a club, society or association (that is not incorporated).



Attachment B

Grants and Sponsorship Guidelines (current)



Grants and sponsorship program guidelines

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Introduction

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

The City of Sydney has a number of grants and sponsorship programs to support the social, cultural, environmental and economic life of our area. Through these programs, we partner with communities and businesses to further the strategic directions of Sustainable Sydney 2030-2050 Continuing the Vision. These programs provide financial and in-kind support for a range of activities.

Our grants and sponsorship guidelines cover who can apply, when to apply and how to apply. In addition, it will tell you what happens to your application and where you can get further support.

Please read these guidelines before applying for a grant as funding rounds are highly competitive. We encourage you to attend a grants information session or grant writing workshop which are held during the year.

The grants and sponsorship policy provides the framework for managing applications. It sets the expected results of our grants and sponsorships and outlines the high-level principles that guide funding from the City of Sydney. If the policy and guidelines don't match, the policy takes priority.

For more information about our grants and sponsorships go to cityofsydney.nsw.gov.au/grants-sponsorships.

You can also email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

Our glossary and eligibility definitions are on the last pages of this document.

Image credit for front cover: Kilia Pahulu. K'AINGA Commonwealth - K'lub Measina. Lead Artists Latai Taumoepeau and Rosanna Raymond. Liveworks 2023. Photographed by Joseph Mayers. Courtesy of Performance Space

When can you apply?

Rounds

Dates can change. Check the City of Sydney's website for any updates and subscribe to the grants and sponsorship newsletter to stay informed: cityofsydney.nsw.gov.au/grants-sponsorships.

	Summer Round	Winter Round
Open to applications	Beginning of calendar year (summer round)	Middle of calendar year (winter round)
Closed to applications	Approximately one month after opening	Approximately one month after opening
Recommendations presented to Council	Middle of calendar year	End of calendar year
Project timeframe	Starts middle of calendar for 12 months	Starts beginning of calendar year for 12 months

Programs

Program	Timing
Aboriginal and/or Torres Strait Islander collaboration fund	Open all year round, until budget is exhausted
Creative grant	Open summer round only
Business sector support grant	Open summer round only
Community services grant	Open summer round and winter round
Green building grant	Open summer round and winter round
Festivals and events sponsorship	Open summer round and winter round
Food support grant	Open summer round and winter round
Innovation and ideas grant	Stage 1 - Ideas form open all year round Stage 2 - Open summer and winter rounds
Haymarket activation grant	Open summer round only
Quick response grant	Open all year round, until budget is exhausted
Dixon street improvement grant	Open all year round
Affordable and diverse housing fund	Open all year round
Venue hire support grants and sponsorship	Open all year round

Grants and sponsorship programs guidelines

Street banner sponsorship	Open all year round
Accommodation grant	Open as properties become available
Creative live/work spaces grant	Open as properties become available
Short-term empty properties grant	Open as properties become available

Who can apply?

General eligibility

To be eligible for funding, you must:

- be an individual or legal entity or have an arrangement with a legal entity who is willing to enter into the grant agreement on your behalf;
- operate in the City of Sydney's area or demonstrate significant benefits for our residents, workers or visitors;
- meet the grant programs' eligibility criteria;
- have fulfilled any previous City of Sydney grants or sponsorships and met all contractual obligations; and
- be free of any debts owing to the City of Sydney.

If applying as a business, your ABN status will need to support your bid. See the end of the document for definitions of eligible entities.

General exclusions and ineligibility

The City of Sydney doesn't provide grants and sponsorships for projects that:

- copy existing services or programs or
- have already occurred (no retrospective funding) or
- breach the eligibility and ethics framework of existing City of Sydney policies.

We don't accept duplicate applications. Applications submitted to more than one program for the same project will only be considered for one grant.

We can't give grants to organisations which are not legal entities because entry into a grant agreement is required. This means that unincorporated associations and similar groups may need to work with a legal person (such as an individual, an incorporated association or a company) in order to receive a grant.

Grants and sponsorships don't cover:

- general donations to charities. Donations and support for charities are covered by the City of Sydney's support for charities policy;
- activities that could be perceived as benefiting a political party;
- activities that could be perceived as creating division within our communities; and
- fees for development applications, health inspection fees, health approvals, street closures and other approvals and other charges beyond what is specified in the grant programs.

Grants and sponsorship programs guidelines

City of Sydney employees may not apply or benefit from a grant directly. However, they may participate, in their private capacity, in a group or project that has received a grant or sponsorship through another organisation.

Outdoor venues are not available for venue hire fee waiver (value-in-kind) requests. To hold outdoor events in City parks or outdoor spaces, contact openspacebookings@cityofsydney.nsw.gov.au to learn if an outdoor space is available for your event.

We don't provide design, printing and distribution services or cleansing and waste services for events. You may apply for funding to cover these costs.

Support for applicants

We encourage you to speak to us about your project, program suitability and eligibility before applying.

You'll find plenty of support to help with your application:

online resources – see cityofsydney.nsw.gov.au/grants-sponsorships

phone and email – contact us on 02 9265 9333 or communitygrants@cityofsydney.nsw.gov.au

briefing sessions – learn about the grants and sponsorship programs and ask questions.

free grant writing seminars – these take place twice a year. See dates at cityofsydney.nsw.gov.au/talks-courses-workshops/connect-sydney

Dedicated support

Further support and accessible application formats that include oral applications are available for Aboriginal and/or Torres Strait Islander peoples, people with disability and people from culturally and linguistically diverse backgrounds.

To access this support, call 02 9265 9333 or email communitygrants@cityofsydney.nsw.gov.au

Accessible applications are subject to the same assessment and approval process as other grants and may require a longer lead time to apply.

People with disability

If you are Deaf, hard of hearing or have a speech impairment, you can contact us through the [National Relay Service](#). You'll need to provide our phone number, 02 9265 9333.

Our online applications comply with accessibility requirements WCAG 2.0 AA. For more information about accessibility, visit australia.gov.au/accessibility.

Help with grants in your language

If you need help with information about our grants in other languages, here are some useful tools and resources.

[Help with grants in your language - English](#)

[帮助您以母语了解拨款 - Simplified Chinese](#)

[한국어 보조금 안내 - Korean](#)

[ความช่วยเหลือในภาษาของท่าน เกี่ยวกับทุนอุดหนุน - Thai](#)

Find a translating or interpreting service

If you need an interpreter to help you with information on our website, please call the Translating and Interpreting Service on 13 14 50 and ask them to put you through to the City of Sydney on 02 9265 9333.

如果英語並非您的第一語言，而您欲使用電話傳譯員服務，請致電 131 450，要求他們代致電 02 9265 9333 聯絡 City of Sydney。

Se l'inglese non è la tua prima lingua e desideri avvalerti di un servizio telefonico di interpretariato, contatta il 131 450 e chiedi di chiamare la città di Sydney al numero 02 9265 9333.

Α ν τα Αγγλικά δεν είναι η πρώτη σας γλώσσα και θα θέλατε να χρησιμοποιήσετε διερμηνέα στο τηλέφωνο, παρακαλούμε τηλεφωνήστε 131 450 και ζητήστε τους να σας καλέσουν την Πόλη του Σίδνεϊ στο 02 9265 9333.

英語が母国語でない方で、電話通訳サービスをご利用になりたい方は、131 450 におかけの上、シドニー市 02 9265 9333 に電話をかけるよう通訳にご依頼ください。

Jika bahasa Inggris bukan bahasa pertama Anda dan Anda ingin menggunakan jasa seorang juru bahasa, silakan menghubungi 131 450 dan minta agar diteleponkan ke City of Sydney di 02 9265 9333.

إذا لم تكن الإنجليزية لغتك الأولى وأردت الاستفادة من خدمة الترجمة الشفهية الهاتفية، فالرجاء أن تتصل بالرقم 131 450 والطلب منهم الإتصال ببلدية مدينة سيدني علي الرقم 02 9265 9333.

Si el inglés no es su primer idioma y desea utilizar un servicio de interpretación telefónica, póngase en contacto con el 131 450 y solicite que llamen a la Ciudad de Sydney al 02 9265 9333.

영어가 모국어가 아니어서 전화 통역 서비스가 필요하실 경우 131 450 에 전화하셔서 City of Sydney (02 9265 9333) 로 연결하도록 요청 하십시오 .

Nếu tiếng mẹ đẻ không phải là tiếng Anh và muốn sử dụng dịch vụ thông dịch qua điện thoại, xin quý vị gọi số 131 450 và yêu cầu họ gọi cho Thành Phố Sydney điện thoại số 02 9265 9333.

Е с л и английский не является вашим родным языком и вы хотели бы воспользоваться услугами устного перевода по телефону, то, пожалуйста, позвоните по номеру 131 450 и попросите их позвонить в муниципалитет города Сидней по номеру 02 9265 9333.

How can I apply?

How to apply

Applications for grants and sponsorship are completed online. Forms are available once the grant round opens. Choose the most appropriate grant for your project. You can't apply in multiple program categories at the same time for the same project.

You must apply by the due date at 5pm, Sydney time. We don't accept applications after the cut-off time and date.

We encourage you to speak to us before applying.

What happens to your application

Steps in the assessment of your application:

Eligibility

We check eligibility within one week of closing date.



Assessment

Within 2 months of closing date, your application is reviewed by individual assessors.

Then a panel of assessors will meet to decide on a final recommendation.



Decision

All funding recommendations will be reviewed by the relevant Council committee a week prior to the Council's review and decision.



Notification

You will receive an email and results will be published on the City of Sydney website.

All applications are checked for eligibility before being moved on to assessment.

Eligible applications are assessed individually by at least three assessors including those with knowledge and experience relevant to the grant application.

A panel consisting of a chair, assessors and specialist advisors review the assessments and make final recommendations based on the selection criteria and objective of the grant program.

Recommendations are sent to a Council committee and then Council for review. Find out more about [Council decision-making](#).

Some grant applications may be assessed by external parties who have skills and professional experience which will benefit the assessment process.

When an external assessor is required, we may select a representative from one of the City of Sydney's established advisory panels with the relevant skills, experience and availability.

All assessors are required to agree with the requirements of their role, including conflict of interest and confidentiality obligations. Assessors can't have any interests in a grant round in which they are participating in review.

Our grants and sponsorship programs are highly competitive. Even though an application may meet the criteria it may not be competitive against other applications. If an application is unsuccessful, the applicant can request feedback from us.

Who decides?

Council has authority to approve grants and sponsorship or other financial assistance.

The CEO can approve grants consistent with City of Sydney policies and delegations from Council for the quick response grant, venue hire support grants and sponsorship, street banner sponsorship, creative live/work spaces grant and short-term empty properties grant.

Under the Local Government Act, any cancelling or reduction of fees or charges can only be approved if the application meets a pre-approved category in the City of Sydney's revenue policy.

Many large projects including festivals and events require approvals and consents from the City of Sydney (such as development applications), NSW police and other state government agencies. If the necessary approvals can't be obtained, the grant or sponsorship may not be able to proceed.

Approval of a grant or sponsorship doesn't imply the City of Sydney has given or undertakes to give any other required consent or approval.

Waived or reduced fees for a venue isn't a guarantee of a booking. All bookings must follow the usual hiring process for the facility, space or location requested.

When you'll know

Recommendations that will be put to Council are published just before each committee meeting. This is where and when you can see whether your grant is recommended or not.

Details of your application's status can also be found in the Council meeting minutes, listed on the website within the week of approval. See the City's website: [City of Sydney Council meetings](#).

We'll notify you in writing of the outcome of your application within 10 business days after Council's decision.

If you're successful

We'll contact you confirming you're successful, how much support is being provided and for what period of time. The email will include a link to arrange a feedback session if you wish.

You'll then be contacted by a City of Sydney staff member who'll tell you about any requirements of the funding agreement.

We aim to finalise funding agreements for successful applicants within one month of Council approval. You must enter into a funding agreement with us before funds are released and the project starts.

The City of Sydney uses a standard funding agreement which includes:

- a description of the project for which funding is being provided
- the amount of cash funding to be received and the details of any value-in-kind support

- your obligations (and where relevant those of the organisation auspicing you) and the City of Sydney's responsibilities
- specific performance criteria to be met
- any benefits to be provided to the City of Sydney in return for the grant (if applicable)
- a payment schedule
- the deadline for the project.

If you fail to finalise the agreement, we reserve the right to withdraw the grant or sponsorship.

When are grants paid?

Once funding agreements are finalised, payments are processed with a standard 30-day turnaround time from the invoice date.

Payments are processed in accordance with the timeframes in the funding agreement.

Your responsibilities after the project

You must report on and complete the project as detailed in your funding agreement. Reports provide us with feedback on the success of the project, agreed outcomes, relevant data and any lessons learnt. You must provide detailed financial reports.

We may ask for more documents and evidence of expenses.

If you are having challenges completing your project, please contact City of Sydney staff as soon as possible.

Final reports must be submitted no later than one month after the agreed completion date of the project unless otherwise agreed.

Not meeting your contractual obligations, including failing to submit an acquittal report, may be considered when assessing applications from you or your organisation for further grant funding from the City of Sydney.

If you aren't successful

You'll receive an email informing you of the result. The email will include a link to arrange a feedback session if you wish.

Not all applications can be supported, you can gain feedback on your application, attend grant writing workshops and talk to City staff about other sources of support.

We welcome your feedback

The City of Sydney is committed to continuous improvement of our grants and sponsorship programs. An evaluation and learning framework has been developed to measure the effectiveness of each of the grants and sponsorship programs.

The aim of this framework is to:

- measure the degree to which stated outcomes are being achieved
- provide standard tools for collecting and analysing data within and across programs

Grants and sponsorship programs guidelines

- build feedback capacity of City of Sydney and grant recipients
- identify improvements to the grants and sponsorship program.

After each round, you'll be invited to complete a survey on the application process and the guidelines. We welcome your comments to help us to improve the process.

Contact us

For more information see cityofsydney.nsw.gov.au/grants-sponsorships, email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

We hold grants and sponsorship information sessions during the year. We encourage you to attend one of these before applying.

Application tips

Before you apply

- Check you're eligible to apply and if the funding program is appropriate to your project.
- Plan your project and review the application form and what it requires. Arrange support letters and request quotes for costs.
- Don't leave submitting your application to the last minute.

Application form

As part of the application, you'll be asked to answer a series of questions, including:

- a brief description of the project
- the need for the project and the benefits to the local area
- your capacity and experience to provide the project
- how the project meets the program priorities.

Some programs may have more questions or requirements.

When writing your application, be clear and straightforward in your language and don't assume any knowledge.

Your application must be well-developed, address all the criteria and answer all compliance questions. It may need supporting documents.

We may ask how your project responds to City of Sydney policies regarding child safety, inclusion and accessibility, sustainability and collaboration with Aboriginal and Torres Strait Islander communities.

What the assessment criteria means

Assessment criteria are used when reviewing applications.

In the application form we will ask you a series of questions. The questions and the level of detail you need to provide will differ depending on the size of grant you are seeking. The assessors will review your responses and give you a score against assessment criteria.

The table below demonstrates the connection between the question asked in the application form and the assessment criteria used at assessment stage. Please note that applications requesting above \$50k will be required to address different criteria.

	Questions for applications up to \$10k	Questions for applications up to \$20k	Questions for applications up to \$50k	What does this mean? What the assessors will be looking for
1	Why are you doing this project?	Why are you doing this project and what will the results be?	Why is there a need for the project and what are the proposed outcomes?	Need – why is it needed? This is where you describe what you are doing, why it is important and what will happen as a result of you doing this project.
2	How will you deliver it?	How will you deliver the project and what skills do you bring?	What is your experience in delivering projects?	Experience – how will you create the project, your skills and ability and your experience in doing projects. This may include a project plan.
3	Who will benefit?	Who in the community will engage and/or benefit? How will you do this?	How have you included the local diverse community and how will they benefit and/or being engaged?	Community benefit – who will benefit from your project, how will they benefit and how have you included the diverse communities in the local area.
4	N/A	N/A	How does the project rate against the funding priorities?	City of Sydney funding priorities – your project should consider one of the funding priorities as these are identified areas that need assistance.

You'll be asked to address the following:

Inclusion and accessibility

Describe how your project considers participation, access, and inclusion across our communities.

The inclusion (disability) action plan guides our approach to ensure Sydney welcomes everyone. This plan includes actions that actively address barriers faced by people with disability. You can view the [Inclusion \(Disability\) Action Plan](#) on our website.

Our inclusive and accessible event guidelines help producers plan and create events that welcome everyone. The guidelines outline key access and inclusion considerations for all events. You can view the guidelines on the City of Sydney's website.

Sustainability

Ensure that any events or programs funded through our grant are created in an environmentally sustainable way. Please see our [sustainable event guidelines](#) and [guidelines for single use items](#) for information about how to reduce waste from events and services.

Applicants for specific programs may be asked to meet certain conditions to reduce the environmental impact of their project. We'll provide educational material and guidance to help you understand and meet these conditions.

Collaboration with Aboriginal and Torres Strait Islander communities

If you plan to include Aboriginal and Torres Strait Islander-run businesses, organisations or individuals in your project, you should clearly outline this in your project plan with appropriate support letters attached.

We aim to enhance the economic prosperity of Aboriginal and Torres Strait Islander peoples and organisations through our grants program. You're encouraged to consider including Aboriginal and Torres Strait Islander businesses into all aspects of your project.

Child safety

If your project involves child-related work, you must attach a copy of your organisation's child safety/protection policy to the application.

Applicants without a formal child safety/protection policy must outline how they, their organisation or project intend to comply with child safety laws. This information will help us to assess whether your application has demonstrated capacity to create the project in line with the general eligibility requirements.

The City of Sydney doesn't regulate or monitor compliance with child safety laws. You can seek advice from the Office of the Children's Guardian, the Department of Education and Communities /or the Australian Children's Education and Care Quality Authority.

Budget

All applicants are required to submit a budget (in the Smartygrants template), listing all income and expenditure items for the project. All figures should exclude GST.

It is important to be able to demonstrate how you calculated your costs including fees and wages and what industrial awards and/or industry standards you have used. Support material such as quotations or detailed budgets (attached to your application) are encouraged.

We encourage cash contributions from other sources, however, you can include contributions that are not cash and are provided through in-kind support (see definitions at end of document).

As a guide for calculating volunteer time contributed to the project, use a minimum fee of \$30 per hour for volunteers.

Balance your budget and clearly identify what items you're seeking to fund through your grant.

Budget support material

- Quotes for equipment or material valued more than \$1,000
- Detailed budget when the grant request is more than \$20,000
- Identification of workers fees.

Matched funding and in-kind contributions

We recognise the importance of applicant cash and in-kind contributions. You may need to match the funds we provide in some grant programs.

You may provide matched or equivalent funding with:

- direct cash through donations or income generated
- in-kind contributions such as donated supplies, materials or services

- volunteering time such as labour, set up and pack down, and meeting time to identify, plan and put on projects.

Program descriptions contain more information about matching funds.

Supporting documents

You'll be asked to provide supporting documents including:

- a copy of public liability insurance or quote for public liability insurance (to be taken up following the approval of the grant) for a minimum of \$10 million, or \$20 million for projects that are high risk, have large numbers of the public attending or funding greater than \$250,000. You can't ask the City to fund this insurance as part of your grant
- a copy of your organisation's constitution including a statement of purpose and organisational structure for a social enterprise or a not-for-profit organisation without charity or deductible gift recipient status
- detailed project plan (multi-year plan for multi-year applications)
- letters of support from any community or local business partners if relevant
- a list of any community members or businesses who'll be involved in the proposed project
- case studies of previous projects if relevant.

If you're applying online, allow plenty of time to upload your documents.

Support material for venue permission

- Evidence to demonstrate owner's consent for the use of land if required
- A basic site plan for the proposed project if relevant
- Any other documents relevant to the proposed project, such as photographs, minutes from planning meetings and development approvals.

Aboriginal and/or Torres Strait Islander collaboration fund

Overview

This funding program supports a strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector to meet the needs and aspirations of Aboriginal and/or Torres Strait Islander people in the local area.

Funding supports increased self-determination and equity for Aboriginal and Torres Strait Islander peoples through projects that connect people with community, Country and culture.

Key dates

This program is open all year for applications until the budget is exhausted.

Funding available

Cash funding up to \$50,000 a year is available, for a one-year program or multi-year funding (up to 3 years).

Value-in-kind in the form of street banner and venue hire is also available.

You can apply for up to \$5,000 for capital expenditure or equipment.

Applicants can include the cost of necessary insurances in their application.

For multi-year funding, please contact the grants team on 02 9265 9333 or email communitygrants@cityofsydney.nsw.gov.au.

Funding priorities

Our funding will prioritise projects that:

- are led by local Aboriginal and/or Torres Strait Islander peoples and communities
- achieve positive results for Aboriginal and/or Torres Strait Islander communities
- build the capacity of local Aboriginal and/or Torres Strait Islander owned or led organisations and businesses.

Assessment criteria

See the [‘what the assessment criteria means’ section](#) for further information.

These are questions asked in the application that align with the criteria used at assessment stage:

Proposals of \$20,000 or less:

- Why are you doing this project and what will the results be?
- How will you deliver the project and what skills do you bring?
- Who in the community will engage and/or benefit? How will you do this?

Proposal of \$50,000 or less:

- Why is there a need for the project and what are the proposed outcomes?
- What is your experience in delivering projects?
- How have you included the local diverse community and how will they benefit and/or being engaged?
- How does the project rate against the funding priorities?

Multi-year applications must demonstrate the benefit of City of Sydney support including long-term sustainability.

Eligibility

Individuals and sole traders must identify as Aboriginal or Torres Strait Islander and be accepted as such by their community.

Groups must consist of majority Aboriginal and/or Torres Strait Islander members.

Organisations must have a governing body that is majority Aboriginal and/or Torres Strait Islander people.

These individuals and organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Corporation
- Co-operative
- Partnership
- Sole Trader
- Trustee of a Trust
- Individual auspiced by an Eligible Not For Profit Organisation or Corporation
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation or Corporation

If you work with an auspicing organisation, we encourage you to choose one that is relevant to the sector and that can support the development of the proposal.

Proof of Aboriginality requirement

To be eligible for this fund, Aboriginal or Torres Strait Islander individuals, sole traders and community groups will be required to provide confirmation of Aboriginality. It's preferred this confirmation comes from a registered Aboriginal and/or Torres Strait Islander community organisation stamped with its common seal and that confirms the applicant:

- is of Aboriginal and/or Torres Strait Islander descent
- identifies as an Aboriginal and/or Torres Strait Islander person
- is accepted as such by the Aboriginal and/or Torres Strait Islander community in which you live, or formerly lived.

Aboriginal and/or Torres Strait Islander businesses are required to provide proof of certification and/or registration from one of the following:

- NSW Indigenous Chamber of Commerce
- Supply Nation
- Office of the Registrar of Indigenous Corporations.

Not eligible for funding

Funding is not available for:

- applicants that do not meet the eligibility criteria
- projects that duplicate existing services
- projects that directly contravene the eligibility and ethics framework or existing City of Sydney policies.

How to apply

To apply for this grant, contact the grants team on 02 9265 9333 or email communitygrants@cityofsydney.nsw.gov.au.

Community services grant

Overview

This grant supports projects and programs that help increase social cohesion and inclusion, develop healthy and resilient communities, and support participation in civic life.

Key dates

Applications open: Summer and winter rounds

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Funding available

Cash funding from \$10,000 to \$50,000 a year is available, for a one-year program or multi-year funding (up to 3 years).

Value-in-kind in the form of street banner and venue hire is also available.

You can apply for up to \$5,000 for capital expenditure or equipment.

Funding priorities

Our funding will prioritise projects or programs that:

- recognise Aboriginal and Torres Strait Islander communities and culture
- strengthen social cohesion, community resilience and wellbeing
- involve our communities in local decision-making and community life
- improve digital literacy and skills
- support people experiencing or at risk of homelessness.

We encourage applications from organisations that support Aboriginal and Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

See the '[what the assessment criteria means](#)' section for further information.

These are questions asked in the application that align with the assessment criteria used at assessment stage:

Proposals of \$20,000 or less:

- Why are you doing this project and what will the results be?
- How will you deliver the project and what skills do you bring?

- Who in the community will engage and/or benefit? How will you do this?

Proposal of \$50,000 or less:

- Why is there a need for the project and what are the proposed outcomes?
- What is your experience in delivering projects?
- How have you included the local diverse community and how will they benefit and/or being engaged?
- How does the project rate against the funding priorities?

Our diverse communities include Aboriginal and Torres Strait Islander peoples, people experiencing or at risk of homelessness, young people, older people, people with disability, international students, culturally and linguistically diverse communities, women, LGBTIQ+ communities and low income earners.

Eligibility

To be eligible an applicant must operate within the City of Sydney's local area or be able to demonstrate significant benefits for the area's residents, workers and/or visitors.

These individuals and organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Individual auspiced by an Eligible Not For Profit Organisation
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation

If you work with an auspicings organisation, we encourage you to choose one relevant to the sector and that can support the development of your proposal.

For more information on eligibility see the [eligibility section](#).

Not eligible for funding

Funding is not available for:

- projects that duplicate existing services
- projects that directly contravene the eligibility and ethics framework or existing City of Sydney policies.

How to apply

Applications for grants and sponsorship must be completed online.

For more information on our grants and sponsorships see cityofsydney.nsw.gov.au/grants-sponsorships.

You can also email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

Creative grant

Overview

This grant program supports projects that contribute to Sydney's cultural life, provide opportunities for creative participation, enliven public spaces and strengthen the sustainability and capacity of our cultural and creative industries.

Key dates

Applications open: Summer round only

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Funding available

Cash funding from \$10,000 to \$50,000 a year is available for a one-year or multi-year grant (up to 3 years).

Value-in-kind in the form of street banner and venue hire is also available.

You can apply for up to \$10,000 for capital expenditure or equipment.

We support fair pay to the artists and creative professionals working on funded projects, including child performers. Fees for artists and creative workers should be clearly included in your application budget and you're encouraged to set these fees in line with industry standards.

Funding priorities

Our funding will prioritise projects that:

- promote local culture and stories
- explore aspects of Sydney's history
- celebrate and acknowledge Aboriginal and/or Torres Strait Islander communities and culture
- represent the cultural and social diversity of our communities
- increase access to creativity and culture for our communities
- encourage cultural organisations and artists to locate and operate in Sydney
- address challenges facing the creative industries and cultural sector.

We encourage applications from organisations that support Aboriginal and/or Torres Strait Islander communities and culture, including community-run organisations and networks.

Assessment criteria

See the '[what the assessment criteria means](#)' section for further information.

These are questions asked in the application that align with the assessment criteria used at assessment stage:

- Why is there a need for the project and what are the proposed outcomes?
 - What is your experience in delivering projects?
 - How have you included the local diverse community and how will they benefit and/or being engaged?
 - How does the project rate against the funding priorities?
-

Eligibility

To be eligible an applicant must operate within the City of Sydney's local government area or be able to demonstrate significant benefits for the area's residents, workers or visitors.

These individuals and organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Individual auspiced by an Eligible Not For Profit Organisation
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation
- Corporation
- Co-operative
- Partnership
- Sole Trader
- Trustee of a Trust
- Government Cultural Institution

If you work with an auspicings organisation, we encourage you to choose one that is relevant to the sector and that can support the development of the proposal.

For more information on eligibility see the [eligibility section](#).

Not eligible for funding

Funding is not available for:

- operational costs or overheads for the core business of an organisation
 - projects that are a festival or event
 - projects that directly contravene the eligibility and ethics framework or existing City of Sydney policies.
-

How to apply

Applications for grants and sponsorship must be completed online.

For more information on our grants and sponsorships see cityofsydney.nsw.gov.au/grants-sponsorships.

You can also email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

Business sector support grant

Overview

This grant program supports projects delivered by local business chambers, industry associations and other organisations that grow the skills and capacity of local businesses, connect businesses to networking opportunities, advocate on key issues on behalf of local businesses, and promote local precincts.

Key dates

Applications open: summer round only

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Funding available

Cash funding from \$10,000 to \$50,000 per year is available, for a one-year program or multi-year funding (up to 3 years).

Value-in-kind in the form of street banner and venue hire is also available.

You can apply for up to \$5,000 worth of capital expenditure or equipment purchase.

Funding priorities

Our funding will prioritise projects that:

- support local businesses to adapt to new technologies, explore alternative business models and increase accessibility
- upskill local businesses and entrepreneurs to meet the needs of a more innovative economy
- build the skills and capacity of our diverse communities to increase economic participation
- advocate on key industry issues on behalf of local businesses
- promote local precincts and unique experiences in our area.

We encourage applications from organisations that support Aboriginal and/or Torres Strait Islander communities and culture, including community-run organisations and networks.

Assessment criteria

See the '[what the assessment criteria means](#)' section for further information.

These are questions asked in the application that align with the assessment criteria used at assessment stage:

- Why is there a need for the project and what are the proposed outcomes?
 - What is your experience in delivering projects?
 - How have you included the local diverse community and how will they benefit and/or being engaged?
 - How does the project rate against the funding priorities?
-

Eligibility

To be eligible, you must operate within the City of Sydney's local area or demonstrate significant benefits for our residents, workers, businesses or visitors.

These organisations can apply:

- Eligible Not For Profit Organisation
 - Incorporated Association
-

Not eligible for funding

Funding is not available for:

- operational costs or overheads for the core business of an organisation
 - projects that directly contravene the eligibility and ethics framework or existing City of Sydney policies.
-

How to apply

Applications for grants and sponsorship must be completed online.

For more information on our grants and sponsorships see cityofsydney.nsw.gov.au/grants-sponsorships.

You can also email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

Green building grant

Overview

This grant program supports building owners and owners corporations to receive environmental ratings, certifications and assessments to make their buildings resource-efficient and achieve net zero emissions by 2035.

Funding support

Residential apartment buildings

- NABERS energy and water ratings supported with an action plan
- Energy, water and waste assessments
- Renewables feasibility assessments
- Building electrification assessment, including electric vehicle charging.

Accommodation buildings, including hotels, hostels and serviced apartments

- NABERS energy and water ratings, and waste verification supported with an action plan
- Green Star performance rating
- EarthCheck certification
- Eco-tourism certification
- Energy, water and waste assessments
- Renewables feasibility assessments
- Building electrification assessment, including electric vehicle charging
- Net zero action plan.

Key dates

Applications open: Summer round and winter round

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Funding available

Cash funding up to \$15,000 is available for each project.

For-profit organisations are required to match the funding requested with cash. Value-in-kind won't be accepted.

Funding priorities

Our funding will prioritise projects that:

- drive existing residential buildings to be resource efficient and achieve net zero emissions
- enable buildings in key sectors to improve their environmental performance.

We encourage applications from organisations that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

See the '[what the assessment criteria means](#)' section for further information.

These are questions asked in the application that align with the assessment criteria used at assessment stage:

- Why is there a need for the project and what are the proposed outcomes?
 - What is your experience in delivering projects?
 - How does the project rate against the funding priorities?
-

Eligibility

The owners corporation of a residential building or owner of a building in the accommodation sector in the City of Sydney's local area can apply.

These organisations can apply:

- Owners Corporation
- Eligible Not For Profit Organisation
- Incorporated Association
- Corporation
- Co-operative
- Trustee of a Trust

For information on eligibility see the [eligibility section](#).

Not eligible for funding

- Capital expenditure or capital works
- Sole traders and government departments and agencies
- New buildings
- Commercial office or entertainment building types
- For-profit organisations that don't match cash funding for the project
- A NABERS rating mandated by government including under the commercial building disclosure scheme at point of sale or lease.

How to apply

Applications for grants and sponsorship must be completed online.

For more information on our grants and sponsorships see cityofsydney.nsw.gov.au/grants-sponsorships.

You can also email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

Festivals and events sponsorship

We provide support for festivals and events under 2 tiers:

Tier 1 – General festivals and events

Tier 2 – Major festivals and events

Key dates

Applications open: Summer and winter round

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Tier 1 – General festivals and events

Overview

This grant program supports local festivals and events that celebrate, develop and engage the city's communities. They may provide forums to share knowledge, create opportunities for active community participation, celebrate local culture and creativity and activate local precincts. They can be one-off, yearly or a series of recurring events over a set period.

Funding available

Cash funding up to \$50,000 a year is available, for a one-year program or multi-year funding (up to 3 years).

Value-in-kind in the form of street banner and venue hire is available. Not-for-profit organisations are also eligible for a 25% reduction on equipment hire fees at landmark venues for equipment owned by the City of Sydney.

For-profit organisations are required to match the funding requested with cash. Value-in-kind won't be accepted.

You can apply for up to \$10,000 worth of capital expenditure or equipment purchase.

The City of Sydney wants to support applicants to provide fair pay to the artists and creative professionals working on funded projects, including child performers. Fees for artists and creative workers should be clearly included in your application budget and you are encouraged to set these fees in accordance with industry standards.

Funding priorities

Our funding will prioritise festivals and events that:

- celebrate and acknowledge Aboriginal and Torres Strait Islander communities and culture
- strengthen social inclusion, enable connectedness and reduce social isolation
- support the visitor economy through activations, events and promotion
- represent the cultural and social diversity of our communities
- activate local precincts with creative programming.

We encourage applications from organisations, groups and individuals that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

See the [‘what the assessment criteria means’ section](#) for further information.

These are questions asked in the application that align with the assessment criteria used at assessment stage:

- Why is there a need for the project and what are the proposed outcomes?
 - What is your experience in delivering projects?
 - How have you included the local diverse community and how will they benefit and/or being engaged?
 - How does the project rate against the funding priorities?
-

Tier 2 – Major festivals and events

Overview

This sponsorship program supports major festivals and events that bring significant economic, social and cultural impact to Sydney. Sponsorships provide support for significant and/or recurring festivals or events with a proven track record, which have a recognised brand and the capacity to achieve results across multiple strategic priorities.

Funding available

\$100,000 or more a year. Funding is available for up to 4 years in this funding tier.

Value-in-kind in the form of street banner and venue hire fee waiver, and other negotiated City of Sydney services and resources. Not-for-profit organisations are also eligible for a 25% reduction on equipment hire fees at Landmark Venues (for equipment owned by the City of Sydney).

Major festivals and event sponsorships will usually include both cash and value-in-kind contributions.

For-profit organisations are required to match the funding requested with cash (value-in-kind will not be accepted) and are not eligible for street banner value in kind.

Applicants can apply for up to \$10,000 worth of capital expenditure or equipment purchase.

The City of Sydney wants to support applicants to provide fair pay to the artists and creative professionals working on funded projects, including child performers. Fees for artists and creative workers should be clearly

included in your application budget and you are encouraged to set these fees in accordance with industry standards and/or awards.

Funding priorities

Major festivals and events must contribute to at least 3 of the following priorities:

- Celebrate and acknowledge Aboriginal and Torres Strait Islander communities and culture
- Strengthen social inclusion, enable connectedness and reduce social isolation
- Support the visitor economy through attractions, events and promotion
- Attract intrastate, interstate or international visitation and investment in Sydney
- Represent the cultural and social diversity of our community
- Activate local precincts with creative programming
- Encourage cultural organisations and artists to locate and operate in Sydney.

We encourage applications from organisations, groups and individuals that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

See the '[what the assessment criteria means](#)' section for further information.

These questions are asked in the application that align with the assessment criteria used at assessment stage:

- Why is there a need for the project and what are the proposed outcomes?
- What is your experience in delivering projects?
- How have you included the local diverse community and how will they benefit and/or being engaged?
- How does the project rate against the funding priorities?
- What is the track record evidence, organisational viability for multi-year funding, large scale audience and market reach, and national or international brand awareness?

Eligibility

To be eligible an applicant must operate within the City of Sydney's local area or be able to demonstrate significant benefits for the area's residents, workers and/or visitors.

These organisations can apply for tiers 1 and 2:

- Eligible Not For Profit Organisation
- Incorporated Association
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation
- Corporation
- Co-operative
- Trustee of a Trust
- Government Entity

These additional individuals and organisations can apply for tier 1 only:

- Individual auspiced by an Eligible Not For Profit Organisation
- Sole traders

If you work with an auspicing organisation, we encourage you to choose one that is relevant to the sector and that can support the development of the proposal.

Not eligible for funding

Funding is not available for:

- operational costs or overheads for the core business of an organisation
- fees and charges associated with event teams at landmark venues
- projects that directly contravene the eligibility and ethics framework or existing City of Sydney policies.

Outdoor venues aren't available for value-in-kind requests. For outdoor events contact openspacebookings@cityofsydney.nsw.gov.au.

How to apply

Applications for grants and sponsorship must be completed online.

For more information on our grants and sponsorships see cityofsydney.nsw.gov.au/grants-sponsorships.

If you are interested in applying for Tier 2 please contact our grants team to discuss your proposal on 02 9265 9333 or email communitygrants@cityofsydney.nsw.gov.au.

Food support grant

Overview

This funding supports access to affordable and healthy food for our diverse communities.

We provide support for food support projects under 2 tiers:

Tier 1 – Small scale projects

Tier 2 – Large scale projects

Before applying for tier 2, contact our grants team to discuss your proposal on 02 9265 9333 or email communitygrants@cityofsydney.nsw.gov.au.

Key dates

Applications open: Summer and winter round

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Funding priorities

Our funding will prioritise projects that:

- increase access to affordable, healthy, safe and culturally-appropriate food
- increase community skills in sourcing and preparing healthy food
- improve supply, storage and delivery of healthy food for our diverse communities
- increase resourcing of essential food support services for our diverse communities
- increase access to affordable internet and data that helps people connect to food support services.

We encourage applications from organisations, groups and individuals that support Aboriginal and Torres and Strait Islander communities and culture, including Aboriginal community-controlled organisations and networks.

Tier 1 – Small scale projects

Funding available

Cash funding up to \$250,000 a year is available, for a one-year program or multi-year funding (up to 3 years).

Value-in-kind in the form of venue hire is also available.

You can apply for up to \$100,000 worth of capital expenditure, equipment purchase or other resources.

Assessment criteria

See the [‘what the assessment criteria means’ section](#) for further information.

These questions are asked in the application that align with the assessment criteria used at assessment stage:

- Why is there a need for the project and what are the proposed outcomes?
- What is your experience in delivering projects?
- How have you included the local diverse community and how will they benefit and/or being engaged?
- How does the project rate against the funding priorities?

Our diverse communities include Aboriginal and Torres Strait Islander peoples, people experiencing or at risk of homelessness, young people, older people, people with disability, international students, culturally and linguistically diverse communities, women, LGBTIQ+ communities and low-income earners.

Tier 2 – Large scale projects

Funding available

Cash funding up to \$750,000 a year is available for a one-year program or multi-year funding (up to 3 years).

Value-in-kind in the form of venue hire is also available.

You can apply for up to \$150,000 worth of capital expenditure, equipment purchase or other resources.

Assessment criteria

See the [‘what the assessment criteria means’ section](#) for further information.

These questions are asked in the application that align with the assessment criteria used at assessment stage:

- Why is there a need for the project and what are the proposed outcomes?
- What is your experience in delivering projects?
- How have you included the local diverse community and how will they benefit and/or being engaged?
- How does the project rate against the funding priorities?
- What evidence of partnerships with local community organisations and networks can you provide?

Our diverse communities, include Aboriginal and Torres Strait Islander people, people experiencing or at risk of homelessness, young people, older people, people with disability, international students, culturally and linguistically diverse communities, women, LGBTIQ+ communities and low-income earners.

Eligibility

To be eligible an applicant must operate within the City of Sydney’s local government area or be able to demonstrate significant benefits for the area’s residents, workers and/or visitors.

These organisations can apply for tiers 1 and 2:

- Eligible Not For Profit Organisation
- Incorporated Association

These additional individuals and organisations can apply for tier 1 only:

- Individual auspiced by an Eligible Not For Profit Organisation
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation

If you work with an auspicings organisation, we encourage you to choose one that is relevant to the sector and can support the development of the proposal.

Not eligible for funding

Funding is not available to:

- for-profit organisations, sole traders and government departments and agencies
- projects that breach the eligibility and ethics framework or existing City of Sydney policies.

How to apply

Applications for grants and sponsorship must be completed online.

For more information about our grants and sponsorships see cityofsydney.nsw.gov.au/grants-sponsorships.

If you are interested in applying for tier 2, contact our grants team to discuss your proposal on 02 9265 9333 or email communitygrants@cityofsydney.nsw.gov.au.

Innovation and ideas grant

Overview

This grant program supports projects that foster innovation, showcase local expertise and test new ideas to address local and global issues across the social, cultural, sustainability and business sectors.

Funding can support:

- research and feasibility studies relating to the funding priorities listed below
 - pilot projects that test new approaches for addressing local and global issues
 - demonstration projects that promote market awareness and adoption of innovations
 - development and implementation of best practice approaches and toolkits
 - new technologies and platforms that support sector development
 - ideas that explore the circular economy.
-

Application process

Before submitting your application, you can submit your idea for feedback. Stage 1 is an ideas form to pitch the initial thinking and concept behind your application, followed by stage 2 when you submit a formal application. You can submit an idea form all year round. Formal applications can only be submitted during the fixed dates for the summer and winter grant rounds.

Stage 1 – Ideas form (optional)

To receive guidance in this program, you're invited to first submit a form outlining your idea.

- The ideas form is an opportunity for you to submit your initial thoughts or concept for feedback. This isn't an assessment for funding and positive feedback doesn't guarantee funding.
- One of our specialist team members will review your pitch. You can expect some feedback about how to develop your project, partners you should work with and your best options for funding.
- The ideas form should be submitted at least 6 weeks prior to funding rounds.

Stage 2 – Formal application

- A formal application should be submitted as part of the summer or winter grants round.
- It's likely to be informed by feedback you received in stage 1.

You can apply directly to the innovation and ideas grants program without first submitting a stage 1 ideas form. But the ideas form and feedback process is designed to help finetune your application and find the best grant program to suit you.

Key dates

Ideas form submission: Open all year round

Applications open: Summer and winter round

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Funding available

Cash funding from \$10,000 to \$50,000 a year is available, for a one-year program or multi-year funding (up to 3 years).

For-profit organisations are required to match funding with cash and/or value-in-kind.

You can apply for up to \$5,000 worth of capital expenditure or equipment purchase.

Value-in-kind in the form of venue hire is also available.

Funding priorities

Our funding will prioritise innovative projects that contribute to making Sydney:

- a leading environmental performer
- equitable and inclusive
- more resilient and diverse
- thrive culturally and creatively
- a place with a transformed and innovative economy.

We encourage applications from organisations, groups and individuals that support Aboriginal and/or Torres Strait Islander communities and culture, including Aboriginal community-controlled organisations and networks.

Assessment criteria

See the '[what the assessment criteria means](#)' section for further information.

These are questions asked in the application that align with the assessment criteria used at assessment stage:

- Why is there a need for the project and what are the proposed outcomes?
- What is your experience in delivering projects?
- How have you included the local diverse community and how will they benefit and/or being engaged?
- How does the project rate against the funding priorities?

Eligibility

To be eligible, an applicant must operate within the City of Sydney's area or demonstrate significant benefits for our residents, workers or visitors.

These organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Corporation

- Co-operative
- Trustee of a Trust

Not eligible for funding

- Operational costs or overheads for the core business of an organisation
- Projects that copy existing services
- Projects that breach the eligibility and ethics framework or existing City of Sydney policies.

How to apply

Applications for grants and sponsorship must be completed online.

For more information about our grants and sponsorships see cityofsydney.nsw.gov.au/grants-sponsorships.

You can also email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

Haymarket activation grant

Overview

This grant program will support one major activation in the Haymarket precinct per year to the value of \$200,000.

The activation will attract people to Haymarket (defined as the area within the dotted lines on Figure 1), celebrate Asian cultures and strengthen community inclusion and cohesion. The project will be produced through collaborations and will activate public places, business premises and vacant space with cultural programming.

Project collaborators may include:

- businesses in Haymarket
- landowners and others in Haymarket wanting to activate vacant space
- a media agency
- an arts/cultural operator
- a creative producer or event manager
- a local community group wanting to reinvigorate Haymarket.

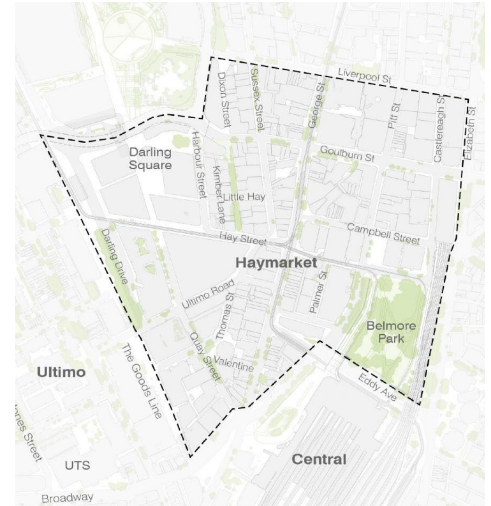


Figure 1

Key dates

Applications open: Summer round only

For relevant dates see the timing section and cityofsydney.nsw.gov.au/grants-sponsorships.

Funding available

Cash funding of \$200,000 plus up to \$100,000 of value in kind (for example banners, venue hire) is available for one major activation.

Within the cash funding component, applicants can apply for up to \$20,000 worth of capital expenditure or equipment purchase.

Funding priorities

Our funding will prioritise projects that support:

- celebrate Asian cultures and communities
- strengthen social inclusion, enable connectedness and reduce social isolation
- support the visitor economy through activations, events and promotion
- represent the cultural and social diversity of our community
- activates Haymarket with creative and cultural programming.

Assessment criteria

Proposals are assessed against:

- potential reach and impact of the activation including proposed timing
- capacity and experience of the applicant and their partners to produce the activation
- demonstrated partnerships, connection and benefit to Haymarket and the local community
- evidence of diversity, inclusion and equity in planning and producing the activation
- how the project meets the funding priorities.

Eligibility

These organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Corporation
- Co-operative
- Trustee of a Trust

Not eligible for funding

Funding is not available for:

- activations proposed outside of the Haymarket area (marked on Figure 1 in these guidelines)
- operational costs or overheads for the core business of an organisation
- activations that are part of or at the same time as pre-existing festivals and events taking place within or in the vicinity of the Haymarket area (for example Sydney Lunar Festival, Vivid Sydney or SXSWSydney)
- projects that directly contravene the eligibility and ethics framework or existing City of Sydney policies.

How to apply

Applications for grants and sponsorship must be completed online.

Grants and sponsorship programs guidelines

If you are planning to hold your activation at a City of Sydney managed outdoor space please review the fees and charges for outdoor venue hire and contact the outdoor venue management team by email openspacebookings@cityofsydney.nsw.gov.au.

For more information on our grants and sponsorships see cityofsydney.nsw.gov.au/grantssponsorships.

Quick response grant

Overview

This grant program supports small scale, community-led projects that encourage communities to improve, enhance, represent or celebrate their local neighbourhoods.

Key dates

This program is open all year for applications until the budget is exhausted.

Successful candidates will be notified within 8 weeks of applying.

Project start date should begin at least 8 weeks after the application submission date.

Activities should take place within 12 months of the project start date.

Funding available

Cash funding up to \$5,000 for individuals.

Cash funding up to \$10,000 for organisations.

Value-in-kind in the form of venue hire is also available.

Individual applicants can apply for up to \$5,000 worth of capital expenditure or equipment purchase, while organisations can apply for up to \$10,000 worth of capital expenditure or equipment.

You can include the cost of necessary insurance in your application.

Funding priorities

Our funding will prioritise projects that support:

- Priority communities and those with the greatest need
- Individuals and teams participating in sporting, academic, cultural or environmental fields
- Resilience and readiness of diverse communities to respond to shocks
- Sustainability and environmental projects such as community gardens, green roofs and walls, urban ecology and green workshops
- Cultural projects such as cultural workshops and community art projects
- Minor capital works, equipment upgrades and acoustic upgrades for cultural venues
- Local civic activities and events
- Essential support for community, cultural and sustainability projects.

We encourage applications from organisations, groups and individuals that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

See the '[what the assessment criteria means](#)' section for further information. These are questions asked in the application that align with the assessment criteria used at assessment stage:

- Why are you doing this project?
 - How will you deliver it?
Who will benefit?
-

Eligibility

To be eligible, an applicant must operate within the City of Sydney's local government area or be able to demonstrate significant benefits for the area's residents, workers and/or visitors.

Sole traders and people without an ABN can apply for up to \$5,000.

- Partnership
- Individual

Up to \$10,000 can be granted to not-for-profit organisations and applicants sponsored or supported by a not-for-profit.

- Eligible Not For Profit Organisation
- Incorporated Association
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation

If you work with an auspicings organisation, we encourage you to choose one that is relevant to the sector and that can support the development of the proposal.

Not eligible for funding

- For-profit organisations and government departments and agencies including schools
 - Ongoing project, event or program funding
 - Operational costs or overheads for the core business of an organisation
 - Projects that duplicate existing services
 - Projects that breach the eligibility and ethics framework or existing City of Sydney policies.
-

How to apply

Applications for grants and sponsorship must be completed online.

For more information about our grants and sponsorships see <http://www.cityofsydney.nsw.gov.au/grants-sponsorships>.

You can also email communitygrants@cityofsydney.nsw.gov.au or call 02 9265 9333.

Dixon street improvement grant

Overview

This funding program supports capital works that improve shop and building frontages on Dixon Street south with matched funding that contributes to:

- the visible renewal of Dixon Street (south) shopfronts and facades, making the street more active and attractive
- the creation of a 'chef's gallery' bringing the theatre of food preparation to Dixon Street – the distinct character and identity of Dixon Street as the historic heart of Chinatown.

We provide support for 3 types of capital works projects:

- Type 1 - Street level major works
- Type 2 - Street level minor works
- Type 3 - Upper storey works

Key dates

This program will open for 3 years from 2024/25 or until the budget is exhausted.

See 'how to apply for Dixon street' for more information on the application process.

Funding priorities

Our funding will prioritise:

1. Street level major works

- Building works to bring food preparation to the front window to be visible from Dixon Street (required for this type of grant)
- Upgrades to shopfronts
- Upgrades to external signs and lighting
- Installation of larger windows or bi-fold windows (opening up views from Dixon Street)
- Repair or restoration of the awnings

2. Street level minor works

- Upgrades to Dixon Street shopfronts
- Upgrades to external signs and lighting
- Installation of larger windows or bi-fold windows (opening up views from Dixon Street)
- Repair or restoration of existing awnings

3. Upper storey works

- Restoration or installation of signs or street art that maintains Dixon Street's character
- Cleaning, repairing or repainting external building façade
- Repair or restoration of the awning and upper storey windows
- Removal of redundant air conditioning units, utilities, wiring or fixtures.

Funding available

Type 1 – Street level major works: Cash funding up to \$60,000 is available per shopfront.

Type 2 – Street level minor works: Cash funding of up to \$20,000 is available per shopfront.

Type 3 – Upper storey works: Cash funding up to \$60,000 is available per property.

Applicants are required to at least match the funding requested with cash (value-in-kind will not be accepted).

Assessment criteria

Proposals are assessed against the following criteria:

- Significant and visible improvements to the shop and building frontages as viewed from Dixon Street
- Design excellence and responds to local heritage and character
- Supports local and small businesses
- Value for money
- How the project meets the funding priorities.

Eligibility

To be eligible:

- the building must be located on one of the properties highlighted in blue in Figure 1
- the proposed works must be to a frontage visible from Dixon Street
- the applicant must be the landowner or business occupant with a letter of support from the landowner
- the applicant must have an ABN (Australian Business Number)
- the proposed works will naturally need to meet certain standards including planning regulations, certification



Figure 1

regulations and the Building Code of Australia
(National Construction Code).

Your proposal may need to go through a development application process.

Also, for street level major works applications (type 1) to be eligible the proposed improvements must bring food preparation to the front window to be visible from Dixon Street, contributing to a 'chefs gallery' on Dixon Street.

Not eligible for funding

Funding is not available for:

- purchase of buildings
- extensions or additions to properties
- relocation of businesses
- internal fit outs or works which do not improve the frontage as viewed from Dixon Street
- waiver of fees for development applications, health inspection fees, health approvals, street closures and other approvals and other similar statutory charges
- reimbursement of funds already spent
- operational costs, staffing, wages and marketing
- projects that directly contravene the eligibility and ethics framework or existing City of Sydney policies.

How to apply for Dixon street

This program has 4 steps in the application process:

Step 1. Design concierge

- Meet with the concierge team to discuss your site and what type of improvements could be eligible for grant funding
- Develop your proposal with advice from the concierge team

You may need to engage a design team

The design concierge will carry out eligibility, scope of work and design checks.

Step 2. Grant application (at the same time as Step 3)

- Submit your grant application and provide quotes for the proposed work
- For more significant works, the grant payment may be on the condition of an approved development application.

Step 3. Planning approvals or certification (at the same time as Step 2)

- Your proposal may require a development application consent or complying development certificate.
- The design concierge team can provide advice.
- The applicant will need to make the necessary applications and pay any applicable fees.

Grants and sponsorship programs guidelines

Step 4: Grant assessment

- Once you submit your grant application and upload any required approvals or certificates, your grant application will be assessed.
- Recommendations then are made to Council, who decide on the final outcome. applicant will be notified when application will be going to Council, and later be notified of the outcome.

Step 5: Payment and construction (if successful) – Works can commence.

- Grant funding will be provided in 2 staged payments: 50% when works begin and 50% when works are completed and verified through a site inspection and review of receipts.

For more information on our grants and sponsorships see cityofsydney.nsw.gov.au/grantssponsorships.

Affordable and diverse housing fund

Overview

This fund promotes the development of affordable and diverse rental housing in our area by community housing providers as well as not-for-profit and for-profit organisations.

It's part of the City of Sydney's commitment to overcome financial barriers to affordable and diverse housing.

Key dates

This program is open all year for applications.

Funding available

The fund's priority is to leverage private finance for affordable rental housing.

Funds can be used for:

- acquiring land owned by third parties
- acquiring land owned by the City of Sydney
- design and construction
- associated development costs.

Funding for each project will be up to \$3 million.

Funding priorities

- Maximise the number of subsidised housing within the City of Sydney's area
- Leverage additional funds from sources other than City of Sydney, including private debt finance, charitable donations and grants from state and federal government
- Encourage a broad range of community housing providers to invest in and operate diverse housing locally
- Achieve positive results for our diverse communities through subsidised housing
- Ensure the continued use of funded projects as subsidised housing
- Facilitate the ongoing management in accordance with the applicable regulatory requirements, such as NSW affordable housing guidelines
- Achieve timely delivery using appropriately experienced and capable principals and contractors.

We encourage applications from organisations that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

- Amount, nature and location of subsidised housing and any other uses or support
- Proportion of the total project cost requested as City of Sydney funding including cash, value-in-kind and land
- Proportion of total project cost funded by the applicant and other sources
- Property development experience, expertise and capability
- Experience with housing in line with relevant regulations
- Financial capacity
- Evidence of diversity, inclusion and equity in planning and build of the project.

Eligibility

To be eligible an applicant must operate within the City of Sydney's local government area or be able to demonstrate significant benefits for the area's residents, workers and/or visitors.

These organisations can apply:

- Community Housing Provider
- Eligible Not For Profit Organisation
- Incorporated Association
- Corporation
- Co-operative
- Trustee of a Trust

Not eligible for funding

- Unincorporated community groups
- Individuals
- Government departments and agencies
- Consent authority fees and charges
- Projects already receiving other subsidies or benefits from the City of Sydney, including projects that have received discounted land sales or leases
- Projects that breach the eligibility and ethics framework or existing City of Sydney policies.

Further conditions

- Funds must only be used for capital expenditures on new subsidised housing developments
- Our financial contribution won't be more than 30% of the total cost

Grants and sponsorship programs guidelines

- Funds won't be released until a construction certificate is issued for the development
- We will seek to secure the use by a method such as a registered positive covenant on the land used for the project
- Funds may need to be repaid if the project completion date isn't met, the project is terminated, the recipient becomes insolvent or the project description changes materially
- The recipient must operate the facility in line with federal, state and local government regulatory requirements
- Unless otherwise approved by the City of Sydney, housing delivered through the fund is to be rented to a range of low to moderate income earners at no more than 30% of gross household income, in line with NSW affordable housing guidelines
- The build must start within three years of funding approval.

Further conditions

The project can include some market housing for sale or a commercial component for lease or sale if this helps finance the project or helps meet planning requirements.

Subsidised housing means all forms of short and long term rental accommodation offered at below market rates, including affordable housing, social housing, assisted living, aged and respite care, crisis housing and boarding houses.

Additional information

Please contact us if your idea supports innovation or project development outside of the funding priorities.

How to apply

Contact senior planner Central Sydney planning to discuss your proposal on 9265 9333 or email council@cityofsydney.nsw.gov.au.

Venue hire support grant

Overview

The City of Sydney owns venues available for hire. The venue hire support grants and sponsorship program helps community and cultural groups and organisations host events, concerts, fundraisers, conferences, meetings and community gatherings. Cultural, environmental and community groups and organisations that demonstrate financial hardship can apply.

Support is available for community venues and landmark venues.

Outdoor venues aren't available for value-in-kind requests. For outdoor events, contact openspacebookings@cityofsydney.nsw.gov.au to learn if a venue is available.

Key dates

This grant program is open all year to applications until the budget is exhausted.

Apply online at least 8 weeks before your event.

The first activity must take place within 12 months of the submission date.

Support available

Support is available in the form of one-off or multi-year reduced rates for community and landmark venue hire, subject to availability.

Not-for-profit organisations are eligible for a 25% reduction on equipment hire fees at landmark venues for equipment owned by the City of Sydney.

Funding priorities

- Increasing numbers of programs, events and activities that contribute to social wellbeing, social inclusion and increased cultural participation
- Improve services and projects for residents, workers and visitors that contribute to their social, cultural, economic and environmental health
- Boost capacity of the cultural, environmental and community sector through the sharing of knowledge and resources.

We encourage applications from organisations, groups and individuals that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

- Why is there a need for the project and what are the proposed outcomes?

- What is your experience in delivering projects?
- How have you included the local diverse community and how will they benefit and/or being engaged?
- How does the project rate against the funding priorities?

Eligibility

To be eligible for funding an applicant must operate within the City of Sydney's local government area or be able to demonstrate benefits for the area's residents, workers and/or visitors.

You must demonstrate that payment of standard rates would cause financial hardship.

Applicants working with an auspicing organisation are encouraged to choose an organisation that is relevant to the sector and can support the development of the proposal.

For more information, read the general [eligibility section](#).

Community venues

These individuals and organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation
- Individual auspiced by an Eligible Not For Profit Organisation

Landmark venues

These individuals and organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Individual auspiced by an Eligible Not For Profit Organisation
- Corporation facilitating the event of an Eligible Not For Profit Organisation

Not eligible for funding

- Government agencies and departments
- Fees and charges associated with event staffing at venues
- Projects that breach the eligibility and ethics framework or existing City of Sydney policies.
- Projects that have already received funding from another grant.

Further conditions

Venue hire and equipment fees and charges are set for the facilities each year by the City of Sydney.

The grant covers venue hire fees only. You must meet all standard conditions of hire and pay all other charges such as deposit and bond, security/key deposit, public liability insurance, cancellation, audio visual, extra staffing such as ushers, cloakroom and security, and any food and beverages.

How to apply

To apply for this grant, contact the grants team on 02 9265 9333 or email communitygrants@cityofsydney.nsw.gov.au.

Street banner sponsorship

Overview

The City of Sydney has up to 1500 banner poles available for hire. This sponsorship provides banner pole hire fee waiver for our banners, enhancing streetscape vibrancy and raising the profile of forthcoming cultural events, social issues and other activities.

Sponsorship only applies to banner pole hire fees. You must meet all standard conditions of hire and pay all other charges such as design, manufacture, installation and dismantling of banners. See fees and charges at sydneycitybanners.com.au.

Key dates

This grant program is open all year to applications.

All applications must be submitted online at least 4 months before the banner campaign and take a minimum of 2 months to process and receive a decision.

The banner campaign should take place within 12 months of the grant approval.

Support available

Support is available in the form of value-in-kind or reduced hire rates for street banner poles, subject to availability.

You can request up to 150 banner poles for up to 2 weeks, once a year.

Further requests will be considered for significant events and depend on availability in the street banner network. Street banner sponsorship is applicable to city centre and urban locations only.

Funding priorities

- Increasing awareness and profile of issues, events and activities of registered charities, not-for-profits and cultural institutions
- Positively contributing to the overall character and vibrancy of streetscapes through an attractive and visual medium
- Strengthening cultural and community life.

We encourage applications from organisations that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

Proposals are assessed against how the project aligns with the funding priorities.

Eligibility

To be eligible for funding an applicant must operate within the City of Sydney's local government area or be able to demonstrate benefits for the area's residents, workers and/or visitors.

These individuals and organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation
- Government Cultural Institution

You must:

- demonstrate that payment of standard rates would cause financial hardship
- demonstrate that a program of events has been prepared with an appropriate publicity and promotions campaign
- acknowledge the City of Sydney's assistance in any promotional material for the event.
- For more information, read the general [eligibility section](#).

Not eligible for funding

- For-profit organisations, including small businesses, sole traders, individuals or private commercial ventures
- Government departments and agencies, excluding cultural institutions
- Applicants that have been funded under the same program in the past 12 months
- Projects that breach the eligibility and ethics framework or existing City of Sydney policies
- Projects that have already received funding from a different grant program.

Further conditions

Bookings can only be made 6 months in advance from the installation date and after you've received confirmation of a successful application.

All banner designs must be approved by the City of Sydney prior to manufacture and include our logo. We reserve the right to refuse a banner design.

We reserve the right to determine the number and location of banner poles provided and to relocate banners to other locations.

Poles are subject to availability at the time of booking.

How to apply

Contact the grants team on 02 9265 9333 or email communitygrants@cityofsydney.nsw.gov.au

Accommodation grant

Overview

The City of Sydney's community facilities include different buildings and spaces that vary in size, location and function. Under our accommodation grants program, we lease facilities or spaces for up to 5 years at reduced rates (below market rental rates) or at no charge. We may offer some longer tenancies based on operational and community needs and public interest. Tenancies are informed by the strategic priorities reviewed and set by Council every 4 years.

You must demonstrate that payment of commercial rents would cause financial hardship leading to a reduction or withdrawal of services.

Key dates

Applications for space through this program are invited as facilities become available, and opportunities are published on our [website](#) and [email notices](#).

Support available

Support is available in the form of waived or reduced rental charges for City of Sydney facilities. Rates vary depending on the space being leased and the financial capacity of the applicant.

The City of Sydney may require payment of a bond as part of your lease or licence agreement.

Funding priorities

- Improved social wellbeing, reduced isolation and increased cultural participation
- Increased services by community and cultural organisations that benefit residents, workers and visitors, and contribute to their social, cultural, economic and environmental health
- Enhanced financial sustainability for local organisations including artists
- Greater public participation in arts and creative projects
- Greater sharing of knowledge and resources by new and emerging groups, increasing the capacity and viability of the business and community sectors
- Active solutions to sector-wide issues and provision of direct services by newly established and startup businesses and organisations that benefit our communities.

We encourage applications from organisations that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

- The need for the tenancy and proposed results
- Your capacity and experience
- Connection and benefit to the local area and communities
- Diversity, inclusion and equity in the planning and development of the project
- How the proposal aligns with the funding priorities
- Any other criteria for specific properties as they become available
- For renewals, compliance with past agreements, lease terms and demonstration of ongoing need.

Eligibility

To be eligible an applicant must operate within the City of Sydney's local government area or be able to demonstrate significant benefits for the area's residents, workers and/or visitors.

These individuals and organisations can apply:

- Eligible Not For Profit Organisation
- Incorporated Association
- Corporation
- Co-operative
- Partnership
- Sole Trader
- Trustee of a Trust
- Government departments and agencies

Applicants must demonstrate that payment of standard rates would cause financial hardship.

For more information, see the general [eligibility section](#).

Not eligible for funding

- Unincorporated community groups
- Individuals
- Projects that breach the eligibility and ethics framework or existing City of Sydney policies.

How to apply

Opportunities are published on our website and email newsletters as facilities become available.

Sign up for accommodation grants notifications at confirmsubscription.com/h/j/C601462D618DBDC8.

Creative live/work spaces grant

Overview

The City of Sydney has a small number of residential properties. Under this grant, we lease residential properties to artists and creative practitioners to live and work in central Sydney at below market rental.

This program is offered in response to the challenges artists and creative practitioners face in obtaining affordable inner-city housing and creative facilities. It provides support for up to 18 months, limited by specific lease terms.

Key dates

This program has no set dates or rounds. Applications are invited as properties become available.

Support available

Support is available in the form of reduced rental charges for City of Sydney properties.

Funding priorities

Our funding will prioritise applications that show increased opportunity for and awareness of creative practitioners to live and work in central Sydney.

We'll also prioritise strengthened local cultural sector connections and networks.

We encourage applications from Aboriginal and/or Torres Strait Islander artists and creative practitioners.

Assessment criteria

- Artistic merit, experience and qualifications, professional development aspirations
- Suitability of the creative practice for the creative live/work space and experience of collaborative working
- Evidence of need for the opportunity and how this will assist your creative growth
- Ability to occupy the property by the specified date
- How the project aligns with the funding priorities.

Eligibility

This program is open to all individuals working in the creative industries. This includes visual arts, product design, fashion design, visual communication/graphic design, performing arts, photography, music and creative writers.

You must be 18 years or older and be a citizen or permanent resident.

Only individuals can apply.

For more information on eligibility see the general [eligibility section](#).

Not eligible for funding

- Any organisations or government departments and agencies
 - Projects that breach the eligibility and ethics framework or existing City of Sydney policies.
-

How to apply

Opportunities are published on our website and email newsletters as facilities become available.

Sign up for creative live/work spaces notifications at confirmsubscription.com/h/j/F41B9C0BDBB5B36C.

Short-term empty properties grant

Overview

The City of Sydney owns a number of commercial and community properties, including retail and office space. These properties may be empty for short periods between tenancies.

The short-term empty properties program provides immediate and short-term occupancy of temporarily vacant or under-used properties within our portfolio. The properties are offered from a minimum of one month.

The program supports:

- creative practitioners and cultural organisations
- community organisations and social enterprises
- businesses and startups that support the local economy
- organisations with a focus on sustainability and the environment.

Preference is given to applicants in our area or to projects that can demonstrate significant benefit to the local communities.

Key dates

This program has no set dates or rounds and is responsive as properties become available.

Sign up for creative spaces notifications at confirmsubscription.com/h/j/F41B9C0BDBB5B36C

Support available

Support is available in the form of reduced rental charges for City of Sydney properties available and suitable for the proposed activity.

Funding priorities

- Activities that reflect our cultural, social, economic and environmental strategies and action plans
- Increasing connection with local communities, including artists and creative organisations, small business and visitors
- Stimulating local economies by encouraging a diverse business mix with innovative or capacity building enterprises
- Increasing opportunities and exposure for emerging and established enterprises including artists

- Increasing opportunities for local Aboriginal and/or Torres Strait Islander organisations.

We encourage applications from organisations that support Aboriginal and/or Torres Strait Islander communities and culture, including community-controlled organisations and networks.

Assessment criteria

- Idea for the space – how you will use the space?
- Use of space - why is this space suitable?
- Support - How will this opportunity support you (including how often you will use the space)?
- How does the project deliver against the funding priorities set out above?

Eligibility

You must show how your proposal benefits our residents, workers and visitors.

We'll also look at how payment of commercial rents would cause financial hardship and affect services.

These individuals and organisations can apply:

- Eligible Not for Profit Organisation
- Incorporated Association
- Unincorporated Community Group auspiced by an Eligible Not For Profit Organisation
- Corporation
- Co-operative
- Partnership
- Sole Trader
- Trustee of a Trust

For more information on eligibility see the general [eligibility section](#).

Not eligible for funding

- Individuals
- Government departments or agencies
- Projects that breach the eligibility and ethics framework or existing City of Sydney policies.

How to apply

This program has no set dates or rounds and is open when properties become available.

Sign up for creative spaces notifications at confirmsubscription.com/h/j/F41B9C0BDBB5B36C

Glossary/Definitions

Term	Meaning/Explanation
Acquittal	A written report submitted after the funded project is complete or yearly for multi-year projects. It details how the recipient administered the grant funds and met the project outcomes in the funding agreement.
Auspice	An incorporated organisation who receives, administers and releases our funding on behalf of an applicant. The auspice is required to: - enter into a funding agreement with the City of Sydney - accept grant funds and pay the auspiced grant applicant - be responsible for any value-in-kind support we approve, including making bookings and entering into any related agreements with us - manages funds during the project. Ideally the auspice will have the technical skills to guide and support the applicant in the project, while acknowledging project decisions remain with applicant.
Capital expenditure	Funding specifically requested for purchase, maintaining or upgrading items the applicant owns and that will be used beyond the time of the project, such as building maintenance, upgrading technology or buying new equipment. These expenses are different from regular costs like salaries or utilities because they build and improve the offerings to communities in a more permanent way.
Child related work	Child-related work (including voluntary work) is: - providing services for children and young people under 18 - where the work normally involves being face to face with children - where contact with children is more than incidental to the work. As defined by the <u>Child Protection (Working with Children) Act 2012</u> and <u>Regulation 2013</u>
Festival or event	A public occasion for celebration or gathering to commemorate a milestone, local anniversary or an organised series of special events and performances, usually with a common theme and for set period of time.
Grant	Cash or value-in-kind support provided to applicants for a specified project or purpose.
Recipient	A party who has successfully applied for a grant or sponsorship. Also known as grantee.
Social enterprise	A business with a clear and stated social, environmental or cultural mission. They are usually driven by a public or community cause, derive most of their income from trade (not donations or grants) and use the majority of their profits to work towards their social mission as defined by their constitution.

Grants and sponsorship programs guidelines

Sponsorship	Agreements between the City of Sydney and organisations where the City of Sydney receives benefits in return for the sponsorship. Examples of benefits include promotion, marketing, speaking opportunities or tickets.
Value-in-kind	Value-in-kind refers to an arrangement where the City of Sydney gives up revenue, either in full or a percentage, on things for which a fee normally applies. This may include park hire, venue hire, banner pole hire, or workspace accommodation.
Vulnerable or priority communities	Vulnerable communities are groups that are at higher risk of experiencing barriers to social, economic, cultural, political and environmental resources, services and support.

Entity	Definition
Sole Trader	An individual running a business with an active ABN.
Eligible Not For Profit Organisation	An organisation registered with the Australian Charities and Not-for-profits Commission that is an Incorporated Association, Trust, Corporation, or Co-operative and that has an active ABN. This category does not include unincorporated associations (including unincorporated groups or clubs) – refer to Unincorporated Community Group.
Corporation	A company incorporated under the Corporations Act 2001 (Cth) with a current ACN and active ABN, or a company incorporated under the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (Cth) with a current ICN and active ABN.
Incorporated Association	An association incorporated under the Associations Incorporation Act 2009 (NSW) with an active ABN, or an association incorporated under equivalent State/Territory legislation with an active ABN.
Co-operative	A co-operative registered under the Co-operatives (Adoption of National Law) Act 2012 (NSW) or equivalent State/Territory legislation with an Australian Registered Body Number (ABRN) and active ABN.
Individual	An individual that is not running a business and does not have an ABN.
Partnership	A partnership regulated by the Partnership Act 1892 (NSW) or equivalent State/Territory legislation with an active ABN.
Government Entity	An entity with an active ABN that is either a department, executive or statutory agency of, or corporation owned by, the Commonwealth or any State or Territory; any entity within the meaning of section 41 of A New Tax System (Australian Business Number) Act 1999 (Cth); or a local governing body as defined by the Income Tax Assessment Act 1997 (Cth), and includes Government Cultural Institutions.
Trustee of a Trust	An Individual, Individuals or Corporation acting in its capacity as a trustee of a trust. This category does not include trusts that are government entities – refer to Government Entities.
Community Housing Provider	An entity that provides community housing that is registered in NSW under the Community Housing Providers (Adoption of National Law) Act 2012 (NSW) and that has an active ABN.

Grants and sponsorship programs guidelines

Government Cultural Institution	A Government Entity that is either a NSW State cultural institution as defined by Create NSW or a National Cultural Institution as defined by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts.
Owners Corporation	An owners corporation constituted under the Strata Schemes Management Act 2015 (NSW) and that has an active ABN.
Unincorporated Community Group	A group of people that have agreed to pursue a common purpose or interest, including groups such as a club, society or association (that is not incorporated).



Item 8.

Adoption - Stretch Reconciliation Action Plan 2025-2028

File No: X116837.001

Summary

This report presents the City of Sydney's Stretch Reconciliation Action Plan (RAP) for the period of 2025 to 2028, which has been conditionally endorsed by Reconciliation Australia. This plan builds on the City's previous Reconciliation Action Plans, aiming to foster stronger relationships with Aboriginal and Torres Strait Islander communities and further the City's reconciliation journey. The plan outlines key initiatives under the pillars of relationships, respect and opportunities. It promotes social justice, equality and cultural recognition of Aboriginal and Torres Strait Islander peoples.

The plan has been developed through extensive engagement and consultation with stakeholders, including the Aboriginal and Torres Strait Islander Advisory Panel and the broader community. There is strong support from the broader community and Aboriginal and Torres Strait Islander communities to do this work. The plan is aligned with key areas required by Reconciliation Australia and strengthened by our engagement with the community.

This plan focuses on strategic action to increase Aboriginal and Torres Strait Islander inclusion across programs and services, supporting self-determined First Nations community initiatives and nurturing economic opportunities with Aboriginal and Torres Strait Islander people. We have committed to key targets including 4.6% Aboriginal and Torres Strait Islander employment by 2028, \$3.5 million annual spend with Aboriginal and Torres Strait Islander businesses by 2028 and implementing the cultural learning strategy with 100% of employees undertaking Aboriginal and Torres Strait Islander cultural awareness training.

The plan's governance will ensure ongoing accountability, with oversight from the Stretch Reconciliation Action Plan working group. The working group will meet and report quarterly, with an annual report created each year for Council and the broader community. Regular community engagement will guide continuous improvement and ensure that feedback on cultural safety, anti-racism efforts, and First Nations self-determination is consistently part of the plan's implementation.

The 2024 Stretch Reconciliation Action Report highlights the successful completion of key initiatives from the previous Stretch Reconciliation Action Plan 2020-2023, including progress in Aboriginal and Torres Strait Islander employment, increased engagement with First Nations businesses and delivery of significant projects.

Recommendation

It is resolved that:

- (A) Council note the finalisation of the City of Sydney Stretch Reconciliation Action Plan (RAP) for 2020–2024, outlined in the Stretch Reconciliation Action Plan Annual Report 2024 as shown at Attachment C to the subject report;
- (B) Council adopt the City of Sydney Stretch Reconciliation Action Plan (RAP) for 2025–2028, as shown at Attachment A to the subject report;
- (C) Council note the submissions received from the community on the draft Stretch Reconciliation Action Plan 2025-2028, as shown at Attachment B to the subject report; and
- (D) authority be delegated to the Chief Executive Officer to make minor amendments to the City of Sydney Stretch Reconciliation Action Plan May 2025 - April 2028 in order to correct any minor drafting errors and finalise design, artwork and accessible formats for publication.

Attachments

- | | |
|----------------------|---|
| Attachment A. | City of Sydney Stretch Reconciliation Action Plan May 2025 – April 2028 |
| Attachment B. | Stretch Reconciliation Action Plan Engagement Report March 2025 |
| Attachment C. | Stretch Reconciliation Action Plan Annual Report 2024 |

Background

1. The Council of the City of Sydney acknowledges Aboriginal and Torres Strait Islander peoples as the traditional custodians of the lands and waters of Australia. The City acknowledges the Gadigal of the Eora Nation as the traditional custodians of this place.
2. The City's flagship program that celebrates and strengthens our work with Aboriginal and Torres Strait Islander communities in Sydney is the Eora Journey. Eora means 'people' in the Aboriginal language of Sydney, so the Eora Journey is 'the people's journey'. The Eora Journey projects are supported and strengthened by the Reconciliation Action Plan.
3. Reconciliation Australia was established in 2001 as the national body for reconciliation. It followed on from recommendations handed down in the Royal Commission into Aboriginal Deaths in Custody in 1991 calling for a process of national reconciliation. A key function they serve is overseeing and endorsing reconciliation action plans which enable organisations to take meaningful action to advance reconciliation. There are 4 levels of Reconciliation Action Plans: reflect, innovate, stretch and elevate.
4. The City's inaugural Reconciliation Action Plan was an Innovate level plan, adopted by Council in 2015. Our most recent plan was a Stretch level Reconciliation Action Plan adopted by Council in 2020 with an extension to continue its implementation through 2024. Implementing these plans has seen us deepen our commitments and strive to achieve meaningful outcomes with the community and employees.
5. The City of Sydney Stretch Reconciliation Action Plan (the Plan) May 2025 – April 2028 builds on the success of the previous plans and the ongoing commitment to improving relationships, building respect and supporting opportunities with Aboriginal and Torres Strait Islander peoples.
6. In developing the Plan, all relevant teams across various City divisions were consulted to determine relevant actions, deliverables and targets. These were reviewed numerous times following feedback from Reconciliation Australia to ensure they were clear, ambitious and achievable.
7. The Plan has been developed in close consultation with the Aboriginal and Torres Strait Islander Advisory Panel and the Aboriginal and Torres Strait Islander employee network. Through workshops, we heard valuable insights and guidance to develop the plan.
8. Community consultation on the draft Stretch Reconciliation Action Plan 2025 - 2028 was open from 23 January to 24 February 2025. A total of 81 submissions were received which included 52 Aboriginal and Torres Strait Islander respondents. There was strong overall support and we heard what is most important to the community and what we should be focusing on.
9. In creating a Reconciliation Action Plan, Reconciliation Australia review and provide feedback to further develop and finalise the plan. The City's Stretch Reconciliation Action Plan has been reviewed by Reconciliation Australia 3 times this year and endorsement was provided in March 2025.
10. The Plan will include annual public reporting to Reconciliation Australia, Council and the Aboriginal and Torres Strait Islander Advisory Panel.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

11. 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. This plan is aligned with the following strategic directions and objectives, which in turn align with the National Agreement on Closing the Gap:
 - (a) Direction 1 - Responsible governance and stewardship - The Plan strengthens governance by embedding Aboriginal and Torres Strait Islander voices in decision-making and ensuring accountability through regular reporting and transparent processes.
 - (b) Direction 2 - A leading environmental performer - The Plan engages with Aboriginal knowledge and stewardship of the land, promoting sustainable practices and cultural respect for the environment.
 - (c) Direction 3 - Public places for all - The Plan promotes respect through cultural recognition and acknowledgement including art, history and learning activities.
 - (d) Direction 6 - An equitable and inclusive city - The Plan promotes Aboriginal and Torres Strait Islander participation in the workforce, cultural events and access to services and facilities.
 - (e) Direction 7 - Resilient and diverse communities - The Plan builds resilience by increasing and developing our connections with Aboriginal and Torres Strait Islander communities through engagement, grants and collaborative community initiatives.
 - (f) Direction 8 - A thriving cultural and creative life - The Plan enhances Sydney's cultural life by engagement with and recognition of Aboriginal and Torres Strait Islander artistic expression and cultural practise within public events, and cultural programs.
 - (g) Direction 9 - A transformed and innovative economy - The Plan supports economic development with Aboriginal and Torres Strait Islander businesses through procurement and our programs, and promotes inclusive economic growth through strategic employment initiatives.

Organisational Impact

12. The implementation of the Plan will continue the involvement of key staff across the City of Sydney. There is direct involvement of Aboriginal and Torres Strait Islander staff, an Executive sponsor and champions throughout the organisation. With the Reconciliation Action Plan working group overseeing the implementation and providing strategic oversight, the City is well-positioned to continue driving progress with the necessary resources, governance and reporting structures in place.

Risks

13. Risks have been managed in development of the Plan by consulting with staff and the community to ensure support, relevance and alignment. Strong governance is part of implementing the Plan and supports successful risk mitigation. This plan builds on the implementation of our continued commitment to reconciliation and lessons learned from previous plans. The adoption of the Plan is within the City's risk appetite, which recognises that we are open to taking risks that are consistent with our strategic objective and are within our capacity to manage effectively. We recognise the benefits from the plan outweigh any potential risks, therefore we have an open and accepting appetite for the risks. The necessary resources, governance and accountability systems are operational, and the Reconciliation Action Plan working group provides ongoing strategic oversight to ensure continued progress.

Social / Cultural / Community

14. The Plan develops positive social and cultural outcomes through deepened engagement with Aboriginal and Torres Strait Islander communities. By prioritising community-driven initiatives and ensuring Aboriginal and Torres Strait Islander voices shape decision-making, the plan contributes to a city of equity, inclusion and respect.
15. The Plan promotes cultural safety through implementing the internal cultural learning strategy, progressing the anti-racism framework and the recognition and celebration of Aboriginal and Torres Strait Islander peoples and cultures in our cultural programs and major events. Additionally, the plan develops how our services, facilities and offerings can better meet the needs and aspirations of Aboriginal and Torres Strait Islander communities.

Environmental

16. The Plan supports increased engagement with Aboriginal and Torres Strait Islander peoples and cultural knowledge with the City's environmental and sustainability initiatives. The City Farm and Urban Ecology teams are specifically engaged in preserving and revitalising native landscapes, aligning with actions that promote cultural knowledge and connection to Country.

Economic

17. The Plan has a substantial focus on economic development, as the plan supports economic empowerment through the promotion of Aboriginal and Torres Strait Islander businesses and employment. Key targets include increasing our annual spend with Aboriginal and Torres Strait Islander businesses and increasing our employment of Aboriginal and Torres Strait Islander people.

Financial Implications

18. The Plan continues the City's commitment to achieving its core objectives. The majority of the financial implications associated with implementing the plan are already incorporated within the City's Long-Term Financial Plan and forward budget estimates. Where elements of the plan require additional resources, these projects and initiatives will be balanced against existing commitments to ensure the City prioritises its efforts to deliver the plan while maintaining financial sustainability.

Relevant Legislation

19. Local Government Act 1993.

Critical Dates / Time Frames

20. The Plan is undertaken for a three-year period from 2025 – 2028. Timing of all actions and deliverables are detailed within the plan.
21. Reporting will be achieved on an annual basis.

Public Consultation

22. Public community consultation on the draft Stretch Reconciliation Action Plan 2025-2028 was open from 23 January to 24 February 2025 and the details of this consultation are as set out in Attachment B. We received submissions from 82 people, 63% of those were Aboriginal and Torres Strait Islander people. Overall, there is strong support for us to do this work to progress our reconciliation commitments.
23. Key findings included a strong support for focus areas including anti-discrimination (89%), respect for cultural protocols (85%), and strengthening community relations (83%). These insights support the plan's strategic priorities, ensuring alignment with community feedback.
24. Furthermore, we conducted workshops with the Aboriginal and Torres Strait Islander Advisory Panel and internally with the Aboriginal and Torres Strait Islander employee network. The feedback received has informed the development of the plan, ensuring that it reflects the needs and priorities of Aboriginal and Torres Strait Islander peoples within the local community.

KATE DEACON

Executive Director Strategic Development and Engagement

Edie Coe, Executive Manager, First Nations Leadership

Preston Peachey, Program Manager - First Nations Strategy

Tye Vocale, Project Manager

Julianne Latham, Service Optimisation Manager

Attachment A

**City of Sydney Stretch Reconciliation
Action Plan May 2025 – April 2028**



Stretch Reconciliation Action Plan

May 2025 – April 2028





The City of Sydney acknowledges
the Gadigal of the Eora Nation as the
Traditional Custodians of this place.

We acknowledge the enduring connections
of Aboriginal and Torres Strait Islander
peoples to Country. We recognise this is
unceded Aboriginal land.

We pay respect to Aboriginal and Torres
Strait Islander Elders past and present,
whose knowledge, leadership and wisdom
pave the way forward for us all. We extend
that respect to all Aboriginal and Torres
Strait Islander people here today.

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Cover image / The 40,000 years mural opposite Redfern station by artist Carol Ruff along with Colin Nugent, Tracey Moffat, Joe Geia, Avril Quail, Kristina Nehm and Charlie Aarons, and students from the Eora Centre in 1983. More recently, the Redfern Station Community Group led the conservation of the artwork in 2018 with a new generation of local artists and students.

Photo / Katherine Griffiths / City of Sydney.

Acknowledgment of Country Artwork / The artwork for our Acknowledgement of Country is called Jagun meaning Country in Bundjalung. It's created by proud Bundjalung and Gumbaynggirr woman, Kim Healey, a descendant of the Djunbun (Platypus) clan. It acknowledges and pays respect to Country and celebrates Aboriginal and Torres Strait Islander peoples and cultures. Jagun captures our changing landscape and the impression of different elements of Country and culture – making sure we respect the land we live on.

"Acknowledgement of Country is acknowledging the Traditional Owners, acknowledging people past, present and emerging. It offers a way of respect, so when you walk on land that you don't come from, you're offering respect to the people that live on that land. It's very important in our culture and universal," Kim said.

Aboriginal and Torres Strait Islander Advisory Panel statement

We acknowledge the **Gadigal of the Eora Nation** as the Traditional Custodians of this land, who have cared for these lands and waters for thousands of generations. Their knowledge, stories and cultural responsibilities remain central to the identity of this Country.

Today our city continues to be a place of gathering for Aboriginal and Torres Strait Islander peoples from across Australia. Peoples with deep cultural connections, diverse histories and ongoing aspirations for self-determination, justice and truth-telling.

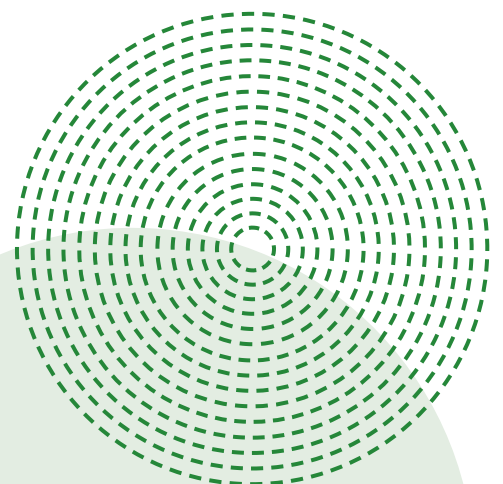
The Aboriginal and Torres Strait Islander Advisory Panel brings together many voices and lived experiences. We are more than advocates; we are part of the community. Our role is to ensure that the needs, priorities and aspirations of our peoples are acknowledged, respected and put into action.

Reconciliation is more than symbolism. It must be embedded in action, accountability and genuine partnerships. The City of Sydney has a responsibility to be bold, to listen and lead with integrity. Truth-telling is not just about the past, it is about understanding present realities and shaping a future that reflects our sovereignty, cultural strength and collective ambitions.

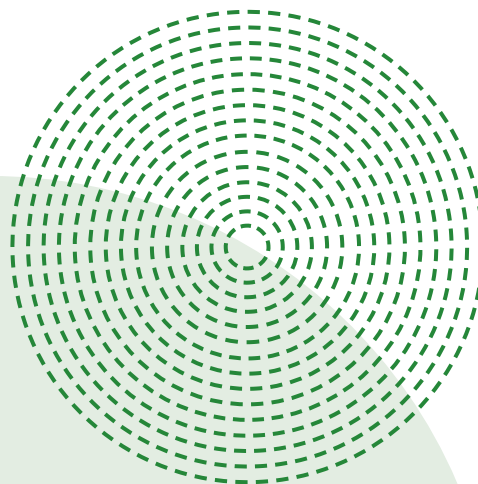
While we bring diverse perspectives, we stand united in our commitment to equity and meaningful change. The **key pillars of the reconciliation action plan (RAP) – relationships, respect, and opportunities** – are not just guiding principles; they embody the enduring values and knowledge systems of our peoples.

As a panel, we advise the City of Sydney to ensure these commitments lead to real outcomes for our communities. We hold the organisation accountable for its role in reconciliation, ensuring that Aboriginal and Torres Strait Islander people are supported in employment, leadership and decision-making processes.

We are here. We are not going anywhere. Our sovereignty was never ceded. Our voices must not only be heard, but they must also shape the future of this city



The City of Sydney must be brave, accountable, and a leader in reconciliation.



Members of the Aboriginal and Torres Strait Islander Advisory Panel at 119 Redfern Street.
Photo / Chris Southwood / City of Sydney.

Message from the Lord Mayor

The City of Sydney acknowledges and celebrates the deep connections held by Aboriginal and Torres Strait Islander peoples to this land. First Nations peoples' histories, cultures and contributions are central to Sydney's community.

We recognise the unique contributions of First Nations peoples to make this city what it is today and are vital to how we all progress as a community. Our longstanding commitment to local Aboriginal and Torres Strait Islander communities and the process of reconciliation is central to the City's long-term strategic plan: Sustainable Sydney 2030–2050 continuing the vision.

The City of Sydney Stretch Reconciliation Action Plan 2025–2028 codifies this commitment and will further guide our work to ensure Aboriginal and Torres Strait Islander peoples feel valued, heard and represented.

The City's Aboriginal and Torres Strait Islander Advisory Panel will continue to advise us on matters of importance to local communities. The panel is an important connection to a range of community-controlled organisations and groups in the local area, and a voice to help influence the identity, sustainability and function of the city.



Reconciliation is about more than recognition – it's about real action. We know that socioeconomic opportunities are key to self-determination, and we will continue to support Aboriginal and Torres Strait Islander businesses and create pathways to success. We will deepen our relationships with Aboriginal and Torres Strait Islander community-controlled organisations, Elders and young people to build strong, lasting partnerships based on trust and mutual respect.

Reconciliation is a shared responsibility. It takes all of us, working together, to bring lasting change. We are committed to listening, learning and acting to ensure Aboriginal and Torres Strait Islander people help shape our future.

I look forward to seeing how our Stretch RAP transforms our work as we affirm our actions to further our reconciliation journey.

A handwritten signature in black ink that reads "Clover Moore".

Clover Moore, AO
Lord Mayor of Sydney

Message from the CEO

Since our previous Stretch reconciliation action plan 2020–2024, we've made progress on our commitments to reconciliation. Together, we're building a city that's truly inclusive, respectful and **led by the voices of Aboriginal and Torres Strait Islander peoples.**

In May 2024 we opened the local Aboriginal knowledge and culture centre at 119 Redfern Street. The Aboriginal and Torres Strait Islander Advisory Panel highlighted this need for space to gather, share and practice the cultures of Aboriginal and Torres Strait Islander people living in and connected to Sydney.

Each year we've continued to sponsor and support significant cultural events including Yabun Festival, community NAIDOC Week celebrations and National Reconciliation Week. We've placed culture at the centre of Sydney New Year's Eve celebrations with the 9pm Calling Country program curated by First Nations creatives.

In May 2022 the Eora Journey recognition in the public domain program unveiled bara by Judy Watson. A tribute to the world's oldest continuous culture and a reminder of its significance for this place now and for generations to come.

In June 2023 we published our Aboriginal and Torres Strait Islander workforce strategy. We've since increased Aboriginal and Torres Strait Islander representation in our workforce to 2.8%.



We've also created more opportunities for Aboriginal and Torres Strait Islander leadership, cultural recognition and economic development.

The City of Sydney strives to reflect the needs and aspirations of Sydney's Aboriginal and Torres Strait Islander communities and recognise their contributions.

We'll continue our work to authentically strengthen relationships with Aboriginal and Torres Strait Islander peoples and to support self-determining communities.

Reconciliation is more than a policy – it's a collective responsibility and continuous process of learning, listening and acting. The City of Sydney will be accountable to the priorities and expectations of Aboriginal and Torres Strait Islander communities by ensuring reconciliation is embedded in all our work.

A handwritten signature in black ink that reads "P. M. Barone". The signature is fluid and cursive, with the first letters of the first and last names being capitalized.

Monica Barone
CEO, City of Sydney

Message from Reconciliation Australia



On behalf of Reconciliation Australia, I congratulate City of Sydney on its formal commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect, and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

As the local government authority for the place of one of Australia's first sites of contact, City of Sydney plays a vital role in advancing reconciliation. With a rich cultural history, the City's influence extends across a diverse network of stakeholders, including residents, businesses and visitors who engage with its services daily.

This Stretch RAP builds on the City's longstanding commitment to reconciliation demonstrated in previous RAPs. City of Sydney has focused on creating economic opportunities for Aboriginal and Torres Strait Islander businesses, more than doubling its procurement spend as well as establishing the Aboriginal and Torres Strait Islander Collaboration Fund to support community-controlled projects.

Initiatives like these help facilitate the economic self-determination that is key to Aboriginal and Torres Strait Islander peoples participating equally and equitably in all areas of life.



Moving forward, City of Sydney is strengthening relationships with Aboriginal and Torres Strait Islander people, fostering partnerships based on shared decision-making and empowering communities to lead projects and initiatives that affect them directly. This shows the City's commitment to ensuring that Aboriginal and Torres Strait Islander peoples are driving initiatives that reflect their expertise and cultural knowledge. These efforts will ensure Aboriginal and Torres Strait Islander perspectives and knowledge are central to the City's reconciliation initiatives.

With its focus on self-determination and strong relationships, City of Sydney has the potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend City of Sydney on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation



Our vision for reconciliation is a future where our strong, trusted relationships with self-determining Aboriginal and Torres Strait Islander communities enable greater equity, opportunity and understanding in the community.

This is deeply connected to Sydney's future as a greener, more connected and resilient city. We recognise that true sustainability includes social, economic and cultural equity, where Aboriginal and Torres Strait Islander communities lead and shape our shared future.

We're committed to **driving meaningful change** that respects and listens to Aboriginal and Torres Strait Islander peoples.

By fostering genuine engagement, removing barriers and driving systemic change, we help create a city that is not only liveable and sustainable but also just, inclusive and respectful of the rights and autonomy of First Nations people.

Buuja Buuja Butterfly Dancers during the unveiling of bara by Judy Watson at Dubbagullee.

Photo / Chris Southwood / City of Sydney.

Why this is important

Our first Reconciliation Action Plan (RAP) was an **Innovate plan endorsed in 2015**. Our most recent RAP was our first Stretch RAP, endorsed in November 2020. We've long been committed to reconciliation because we know it's important to the community.

During community consultation for this Stretch RAP, most respondents agree the themes of a RAP are all very important. We heard they value inclusion, recognition and listening to Aboriginal and Torres Strait Islander peoples. The Metropolitan Local Aboriginal Land Council and the Aboriginal and Torres Strait Islander Advisory Panel ask us to be leaders for reconciliation.

These lands were the site of first contact in establishing the colony of Sydney which has had devastating impacts on first the Gadigal and surrounding clans, and then all Aboriginal and Torres Strait Islander peoples. The historic legacy of resistance and innovation to protect the lives and futures of Aboriginal and Torres Strait Islander people continues to resonate across the nation.

On 23 August 2004, Council unanimously committed to "developing appropriate policies, principles and practices to achieve social justice for Aboriginal and Torres Strait Islander peoples and just reconciliation for Australians, based on the recognition of Indigenous rights".

Now is the time to demonstrate continued solidarity with Aboriginal and Torres Strait Islander Elders, leaders and communities through ongoing meaningful engagement as our work continues. The RAP supports us to do this.

One of our guiding principles from our community strategic plan states:

We are accountable to the voices, and elevate the knowledge and cultures of Aboriginal and Torres Strait Islander peoples.

We strive to reflect the needs and aspirations of local Aboriginal and Torres Strait Islander communities and recognise their contribution to the life of the city. Our Stretch RAP will help us work to authentically strengthen relationships with Aboriginal and Torres Strait Islander peoples and support self-determining communities.

Our Stretch RAP helps us follow through on our commitments to the United Nations Declaration on the Rights of Indigenous Peoples, Closing the Gap priority reforms and Sustainable Sydney 2030- 2050 – Continuing the Vision.





Our Business

Our future

Sustainable Sydney 2030-2050 Continuing the Vision is the community's vision for a city that is green, global and connected. We engaged the community over several years to develop the plan for a more sustainable future. It focuses on outcomes that support Aboriginal and Torres Strait Islander communities and cultures and embeds our commitment to the **Closing the Gap** priority reforms throughout the 10 strategic directions that guide our core business.

Left: Weaving workshop at NAIDOC in the City.
Photo / Joseph Mayers / City of Sydney.

Top: International students learning about Aboriginal tools and instruments at Redfern Community Centre.
Photo / Phoebe Pratt / City of Sydney.

We're a leader in our region for just and sustainable growth, creativity and innovation. Social, business, cultural and physical connections in our city help us reach our potential, adapt to change and withstand adversity. Our city has a thriving 24-hour economy and opportunities for all.



Our work

The City of Sydney is the local government authority responsible for the city centre. The city covers about 26.15 square kilometres, including the city centre and surrounding inner-city suburbs. Our local area includes 33 suburbs, with strong Aboriginal and Torres Strait Islander communities in Redfern, Waterloo, Glebe and Woolloomooloo.

We provide extensive services to meet the needs of residents, businesses and visitors, including:

- libraries, recreational programs, childcare and community centres
- maintenance of roads, parks, waste management and urban planning
- support for public art, events and creative industries
- business support programs, grants and partnerships that encourage economic growth and innovation
- leading efforts in renewable energy, green building practices and achieving net zero carbon emissions.

We collaborate with partners that include residents, businesses, not-for-profit organisations, cultural organisations and educational institutions. Our strategic focus includes enhancing liveability, accessibility and resilience while promoting economic opportunity and social cohesion.

In December 2024, there were 1,997 employees at the City of Sydney, across a diverse range of areas and occupations. This included 56 employees who identify as Aboriginal and Torres Strait Islander peoples, making up 2.8% of our workforce.

Our sphere of influence includes residents, businesses, visitors, community organisations, government agencies, educational institutions and cultural organisations.

Through information sharing, events, partnerships and programs we can increase awareness and advocacy of the Aboriginal and Torres Strait Islander community's needs and aspirations.

Our work sites include Town Hall House, depots, libraries, community centres, venues and children's services with many employees working outdoors.

Our community

Home to more than 210,000 residents, 30,000 businesses and a thriving visitor economy, our city attracts millions every year. In 2021 the local Aboriginal and Torres Strait Islander population was 3,009, 1.4% of the total population . Reporting from NSW Aboriginal Affairs recognises that there is a net undercount, and the actual number is higher.

Aboriginal and Torres Strait Islander Advisory Panel

The Aboriginal and Torres Strait Islander Advisory Panel for the City of Sydney provides advice on various community, cultural and social matters of importance to Aboriginal and Torres Strait Islander peoples.

Established in 2008, the panel consists of up to 18 members – Aboriginal and Torres Strait Islander people living, working or studying in the area – who bring a wealth of knowledge and expertise. The panel informs our policies and fosters positive relationships with Aboriginal and Torres Strait Islander individuals, organisations and leaders. The panel meets at least 6 times a year, over a 3-year term with the potential for each person to be a member for 2 consecutive terms.

¹**Profile.id.** "First Nations Key Statistics - Sydney."
Accessed February 13, 2025. <https://profile.id.com.au/sydney/first-nations-keystatistics#:~:text=The%20Aboriginal%20and%20Torres%20Strait,3%2C008%2C%20living%20in%201%2C845%20dwellings>

Left: Young people in front of Welcome to Redfern by Reko Rennie. The first of the Eora Journey recognition in the public domain projects.

Photo / Adam Hollingworth / City of Sydney.

The local Aboriginal knowledge and culture centre at 119 Redfern Street.

Photo / Katherine Griffiths / City of Sydney.



Metropolitan Local Aboriginal Land Council

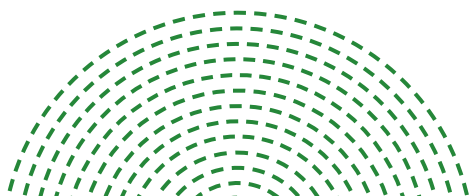
The Metropolitan Local Aboriginal Land Council is the statutory body representing Aboriginal interests within our local area.

Since 2006 the principles of cooperation has been a formal agreement with us and the Metropolitan Local Aboriginal Land Council. It outlines our commitments to open and transparent two-way communication and consultation, respect for each other's responsibilities, to seek opportunities that foster reconciliation between Aboriginal and non-Aboriginal people and to increase understanding of Aboriginal cultures.

The Metropolitan Local Aboriginal Land Council has an allocated position for a representative to sit on the Aboriginal and Torres Strait Islander Advisory Panel. The Chief Executive Officer and Executive Manager, First Nations Leadership regularly meet with the Metropolitan Local Aboriginal Land Council.

Right: Broadway basketball court in Glebe featuring photography by Aunty Barbara McGrady.

Photo / Abril Felman / City of Sydney.



Achievements

We've made significant strides in advancing our reconciliation efforts.

Relationships

The City of Sydney Aboriginal and Torres Strait Islander Advisory Panel continues to provide crucial advice on our work and advocate for community interests.

Senior staff regularly meet with Aboriginal community-controlled organisations to maintain relationships and ongoing dialogue.

Each year we hold well-attended National Reconciliation Week events. During the events, employees hear perspectives from community organisers, service providers, Elders, entrepreneurs and academics. These have been held at different venues across our workforce including Town Hall House, Alexandra Canal Depot and Redfern Community Centre. The topics covered have included research on Indigenous procurement, emergency food relief, cultural governance and revitalisation, data sovereignty and leaders sharing their life experiences.

We review our equal employment opportunity and anti-discrimination policy and update it every 3 years. An internal anti-racism working group is developing a framework that will include policy, education and practice guidelines.

Opportunities

Since launching our previous Stretch RAP, Aboriginal and Torres Strait Islander representation in our workforce has grown from 2.4% in 2020, to 2.8% in 2024. Coordinated strategies, dedicated resources and a focus on retention all contributed to this increase.

We've increased our annual spend with First Nations suppliers from \$876,652 in 2018/19 to \$1,969,349 in 2023/24. This growth stems from efforts to diversify our spend with Aboriginal and Torres Strait Islander businesses during our inaugural Innovate RAP. Our previous Stretch RAP then increased staff engagement.

In 2022 we established a new grant, the Aboriginal and Torres Strait Islander collaboration fund. The fund aims to support a strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector to deliver projects that meet the needs and aspirations of people in the local area.

Respect

The Eora Journey recognition in the public domain program unveiled **bara by Judy Watson** in May 2022. The sculpture is a monument to the culture and ingenuity of the local Eora fishing practices. We also announced **Yananurala**, a 9km harbour walk curated by Emily McDaniel that will include 7 public artworks to recognise and celebrate local Aboriginal people, cultures, stories and histories.

Sydney New Year's Eve celebrations include the 9pm **Calling Country program** curated by First Nations creatives. This features pylon projections, a fireworks soundtrack, smoking ceremony and a live musical performance broadcast on television.

We've progressed from early development and consultation on our cultural learning strategy to include more future learning opportunities for employees. Our all-staff Aboriginal and Torres Strait Islander cultural awareness eLearn program started in late 2024. As well, 60 senior leaders and executive staff have completed cultural safety training and an introductory cultural awareness workshop.



Case studies

These case studies show our commitment to reconciliation and ongoing efforts to support Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander workforce strategy

We launched our Aboriginal and Torres Strait Islander workforce strategy during National Reconciliation Week in June 2023. This strategy focuses on creating a welcoming and inclusive workplace for Aboriginal and Torres Strait Islander employees. It also aims to increase employment opportunities within the organisation.

The strategy has 4 main objectives:

1. Attracting Aboriginal and Torres Strait Islander talent
2. Increasing recruitment
3. Supporting career development
4. Creating a culturally aware and skilled workplace

Its actions include:

- making the City of Sydney a more attractive workplace for Aboriginal and Torres Strait Islander jobseekers and removing barriers to employment
- supporting retention and developing pathways for career growth and leadership opportunities
- creating a culturally safe workplace.

This strategy represents a significant commitment to advancing reconciliation by addressing employment gaps and supporting Aboriginal and Torres Strait Islander people in the workforce.

Grants and sponsorships with Aboriginal and Torres Strait Islander recipients

Our grants and sponsorship program supports initiatives and projects that strengthen the social, cultural, economic and environmental life of our city. Our RAP enabled more engagement with and accessibility for the community. Grants play a critical role in supporting communities in self-determining their priorities and decision-making.

Overall, we've increased the number of applications from Aboriginal and Torres Strait Islander people. Direct engagement, dedicated staff support and culturally appropriate opportunities supported this growth.

Our support for Aboriginal and Torres Strait Islander led projects over the past 4 years includes:

- 2 Aboriginal homeless and rough sleeper support and case management services
- local teams to play in the NSW Aboriginal Rugby League Knockout
- First Nations Response, which works closely with Redfern Community Centre, to provide much-needed food relief to local communities
- an exhibition called 'Secrets of Dawn' highlighting truths from survivors of Cootamundra Girls Home using material from *Dawn Magazine*
- First Innovators to develop a business insights report highlighting the challenges and opportunities experienced by Aboriginal and Torres Strait Islander businesses.

Launch of the Aboriginal and Torres Strait Islander workforce strategy at Redfern Community Centre.

23 photo / Joseph Mayers / City of Sydney.

Key learnings from the Stretch RAP 2020-2024

The Stretch RAP 2020–2024 **highlighted key learnings to support implementing our next Stretch RAP**. These learnings have guided the development and implementation of our Stretch RAP.

- Directly involve Aboriginal and Torres Strait Islander employees in decision-making related to Aboriginal and Torres Strait Islander peoples and cultures, ensuring their involvement and influence. This involvement is a vital part of the process, with Aboriginal and Torres Strait Islander employees contributing through identified positions, consultations and leadership roles that allow their knowledge and expertise to shape outcomes.
- Always consult communities when developing action plans and strategies. Involve Aboriginal and Torres Strait Islander peoples early in decision-making processes.
- Clear leadership is crucial for successful implementation. All employees are responsible for supporting these initiatives, not just Aboriginal and Torres Strait Islander staff.
- Integrate actions in the RAP into the broader work of the organisation, and don't view them as separate initiatives.
- Increase employment of Aboriginal and Torres Strait Islander people across all divisions for better representation.
- Creating culturally safe spaces within the workplace and increasing understanding of Aboriginal and Torres Strait Islander cultures are critical to success.
- Shift focus from measuring outputs to achieving impactful outcomes, particularly in procurement and employment.
- Developing strong, formal partnerships with local Aboriginal and Torres Strait Islander organisations is essential for sustainable impact.
- Robust governance, including clear oversight and frequent reporting, will improve accountability.
- Involve all employees in reconciliation commitments and integrate these into all our work for long-term success.
- Understanding and respecting Indigenous cultural and intellectual property rights is foundational.

Left: Aboriginal flag flying over treetops on George Street.

Photo / Chris Southwood / City of Sydney.



Challenges for this plan

As the City of Sydney moves forward with its next phase of reconciliation, we address several challenges in our new Stretch RAP.

- Our focus shifts from outputs to impactful outcomes, particularly in the areas of employment, procurement and community engagement.
- Internal engagement increases and we embed clear actions into everyday workflows. Aboriginal and Torres Strait Islander employees play a key role in enabling and supporting these initiatives.
- We increase support for community and staff to grow their knowledge and understanding. This includes initiatives to better understand Aboriginal and Torres Strait Islander people's cultural responsibilities and the impact of Sorry Business.
- More opportunities for cultural learning will deepen employee cultural capability.
- We improve coordination and integration of projects and programs throughout the organisation with Aboriginal and Torres Strait Islander peoples and cultures. This work helps to reduce the potential for harm and promotes strategic alignment.

Yabun Festival 2025 featuring Troy Cassar-Daley and Jarrod Hickling.

25photo / Joseph Mayers / City of Sydney.



Since launching our previous
Stretch RAP, Aboriginal and Torres
Strait Islander representation in
our workforce has grown to
2.8% in 2024.



Our plan

This Stretch reconciliation action plan aspires to strengthen relationships with Aboriginal and Torres Strait Islander communities through impactful and meaningful change that makes a lasting difference to the lives of Aboriginal and Torres Strait Islander peoples. By developing partnerships and authentic collaboration, we'll build greater trust with Aboriginal and Torres Strait Islander organisations.

This RAP is our commitment to reconciliation, to foster a culture of respect and work towards a more just and equitable relationship with Aboriginal and Torres Strait Islander peoples. Our work to create a more culturally safe workplace will focus on training of all employees, and deeper learnings for people managers and our executive team. We'll also ensure that the voices of Aboriginal and Torres Strait Islander employees are listened to and respected.

By promoting inclusivity, cultural understanding and collaboration, we aim to create opportunities with Aboriginal and Torres Strait Islander people within our workforce and beyond.

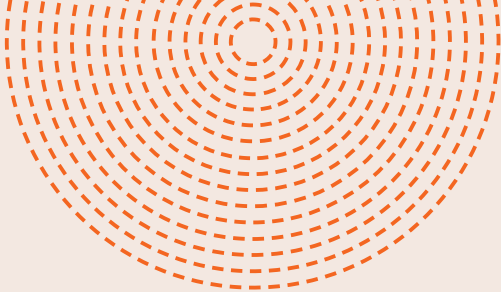
Through strategic and coordinated practices we will enhance systems that will increase our engagement with Aboriginal and Torres Strait Islander businesses. We will also take steps towards our economic development projects that will better understand how our programs and relationships can build a stronger Indigenous business sector in the city.

This RAP is part of our broader strategy to support the aspirations, needs and wellbeing of Aboriginal and Torres Strait Islander peoples both inside and outside our organisation. The systemic changes, activities and events outlined in this RAP aim to make the community and our workplace more inclusive, respectful and equitable places.

Closing the Gap priority reforms

The RAP is one of the ways we're delivering on our commitments to the Closing the Gap priority reforms.

Priority reform	Stretch RAP action
Formal partnerships and shared decision-making	1. Maintain and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander community, stakeholders and organisations. 2. Engage Aboriginal and Torres Strait Islander communities in the our projects and decision-making processes.
Building the community-controlled sector	16. Respond to the needs of Aboriginal and Torres Strait Islander communities through local programs and services. 17. Increase the applications and effectiveness of the grant and sponsorship program for Aboriginal and Torres Strait Islander groups, organisations and businesses.
Transforming government organisations	5. Promote positive race relations through anti-discrimination strategies. 10. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.
Shared access to data and information at a regional level	20. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.
Employment, business growth and economic prosperity	13. Promote economic prosperity of Aboriginal and Torres Strait Islander peoples in Sydney. 14. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. 15. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.



Developing the Stretch RAP

This plan was developed with insights from internal workshops and reflections with employees, external strategic advice and feedback from the Aboriginal and Torres Strait Islander Advisory Panel and Aboriginal and Torres Strait Islander employee network.

Community feedback

We held workshops to seek feedback on this plan with the Aboriginal and Torres Strait Islander Advisory Panel and Aboriginal and Torres Strait Islander employee network. We consulted the broader community in January and February 2025 through a survey that invited feedback on what RAP themes are most important and what the community thinks we should focus on.

The Aboriginal and Torres Strait Islander Advisory Panel expressed the importance of building trust, economic empowerment, accountability and systemic change. The Aboriginal and Torres Strait Islander employee network highlighted that cultural safety, greater influence and decision-making, and employment pathways are some the most important priorities. Employees were also interested in greater visibility of the impacts of the RAP and opportunities for all employees to engage more with Aboriginal and Torres Strait Islander peoples and cultures all year round.

Community consultation included a short survey about priorities for the RAP. We received feedback from 81 people, 70% of those were Aboriginal and Torres Strait Islander people.

The survey responses highlighted the 3 most important themes:

- anti-discrimination and awareness of the impacts of racism (89%)
- respect and recognition of Aboriginal and Torres Strait Islander protocols (85%)
- strengthening community relations, partnership and consultation with Aboriginal and Torres Strait Islander communities (83%).

Other suggestions include culturally appropriate engagement approaches, shared decision making and local community outcomes and benefit.

Sea of Hands during National Reconciliation Week event.

Photo / Chris Southwood / City of Sydney.



Governance

The Stretch RAP working group includes all responsible staff, with our chief operating officer serving as the RAP sponsor. The executive manager First Nations Leadership chairs the working group and shares these responsibilities with another senior manager. This role will rotate to support senior managers becoming more familiar working in this space.

The RAP working group is responsible for the operational aspects of implementing the plan, focusing on the day-to-day management, coordination and execution of the RAP deliverables. It plays a crucial role in driving forward the actions outlined in the plan, ensuring they are carried out effectively and in **alignment with our reconciliation vision**.

The implementation of this plan will renew the RAP working group, foundationally it will include all deliverable owners:

- Chief Operating Officer
- Director People, Performance and Technology
- Director City Life
- Chief Procurement Officer
- Chief Marketing & Communications Officer
- Chief, People and Culture
- Executive Manager, First Nations Leadership
- Community Engagement Manager, First Nations
- Program Manager, First Nations Strategy
- Executive Manager Social City
- Executive Manager City Design and Public Art
- Chief Engineer
- Manager Grants
- Manager, Employee and Organisational Success
- Producer, Major Events and Festivals
- Manager Cultural Programs and Services
- Manager Libraries and Learning
- Executive Manager Property Services
- Manager City Greening and Leisure
- Manager, Economic Programs
- Manager, Recruitment and HR Systems

The RAP working group provides annual reports to the Aboriginal and Torres Strait Islander Advisory Panel and quarterly reports to the City of Sydney executive team.

Lost Figures mural by Fintan Magee depicting Patyegarang, artwork on Wilson Street, Darlington.

Photo / Chris Southwood / City of Sydney.



Relationships

We'll build and nurture lasting relationships with Aboriginal and Torres Strait Islander peoples because we recognise these connections are foundational for our work with Aboriginal and Torres Strait Islander communities.

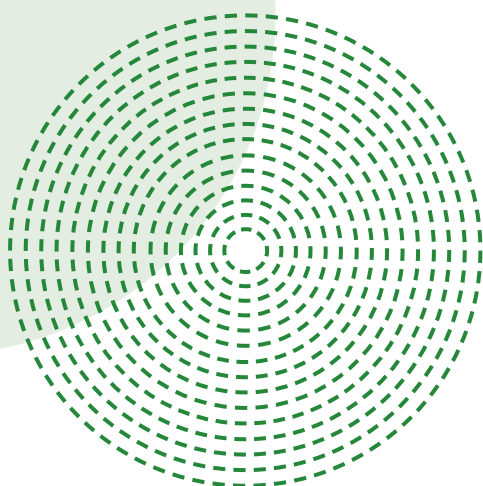
We recognise that by cultivating trust and ensuring these relationships are grounded in mutual respect and open communication, we create an environment for collaboration and shared knowledge. This approach will better support Aboriginal and Torres Strait Islander peoples' self-determined wellbeing.

We'll ensure these relationships develop based on mutual respect and shared decision-making. Our focus is on strengthening connections through collaboration, active listening and shared decision-making, ensuring Aboriginal and Torres Strait Islander voices are central in the work we do.

Gumleaf workshop at NAIDOC in the City.

Photo / Abril Felman / City of Sydney.

Actions	Deliverables	Timeline	Responsibility
01 Maintain and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander community, stakeholders and organisations.	1.1 Review and strengthen the principles of cooperation with the Metropolitan Local Aboriginal Land Council so that we work collaboratively on the priorities of the community.	December 2025	Executive Manager, First Nations Leadership
	1.2 Senior staff and leaders to meet with local Aboriginal and Torres Strait Islander community including stakeholders and organisations to strengthen connections and listen to the community.	April 2026, 2027, 2028	Executive Manager, First Nations Leadership
	1.3 Develop and maintain 10 two-way partnerships with key Aboriginal and Torres Strait Islander community-controlled organisations and groups in the local area.	June 2027	Executive Manager, First Nations Leadership
02 Engage Aboriginal and Torres Strait Islander communities in the City's projects and decision-making processes.	2.1 Develop and implement an Aboriginal and Torres Strait Islander community engagement strategy to ensure culturally appropriate consultation.	December 2027	Community Engagement Manager, First Nations
	2.2 Develop and maintain an internal database of Aboriginal and Torres Strait Islander community, businesses, networks and organisations.	June 2026	Executive Manager, First Nations Leadership
	2.3 All consultation with Aboriginal and Torres Strait Islander communities will be culturally appropriate, accessible, inclusive and timely; through multiple opportunities, face-to-face, in community and support for participation.	December 2027	Community Engagement Manager, First Nations





Actions	Deliverables	Timeline	Responsibility
03 Promote reconciliation through our sphere of influence.	3.1 Engage all staff in the RAP by working with relevant senior and middle managers to drive reconciliation outcomes through quarterly updates at internal staff meetings including senior managers meetings.	April 2026, 2027, 2028	Chair, RAP Working Group
	3.2 Host at least 3 internal events each year, focusing on helping staff to connect and engage with Aboriginal and Torres Strait Islander peoples, cultures and histories.	March, August, October 2025, 2026, 2027, 2028	Program Manager, First Nations Strategy
	3.3 Communicate our commitment to reconciliation and centre authentic Aboriginal and Torres Strait Islander voices in relevant communications such as media, online and social content, outdoor media, and email newsletters.	April 2026, 2027, 2028	Chief Marketing and Communications Officer
	3.4 Review and update all procurement contract templates to include relevant clauses that strengthen and drive economic outcomes, authenticity, and self-determination of Aboriginal and Torres Strait Islander peoples.	May 2027	Chief Procurement Officer
	3.5 Review and update all grants and sponsorship contracts to include relevant clauses that drive economic outcomes, authenticity and self-determination of Aboriginal and Torres Strait Islander peoples.	May 2026	Manager, Grants
	3.6 Collaborate with 10 RAP and other like-minded organisations to implement ways to advance reconciliation outcomes.	April 2028	Executive Manager, City Design and Public Art
	3.7 Develop and implement an internal RAP engagement strategy to raise awareness of reconciliation across our workforce.	August 2026	Program Manager, First Nations Strategy

Actions

Deliverables

Timeline

Responsibility

04

Build relationships through celebrating National Reconciliation Week.

4.1 Organise one internal organisation-wide NRW event, each year.

June 2025, 2026, 2027

Program Manager, First Nations Strategy

4.2 Produce or partner with local community groups and organisations to host NRW events and programs with and for local Aboriginal and Torres Strait Islander communities.

June 2025, 2026, 2027

Executive Manager Social City

4.3 Executive directors and RWG participate in 2 NRW events each year.

June 2025, 2026, 2027

Chair, RAP Working Group

4.4 Encourage and support all staff and senior leaders to participate in 2 external events to recognise and celebrate NRW.

May 2025, 2026, 2027

Chair, RAP Working Group

4.5 Promote and list events that drive reconciliation outcomes on the City of Sydney 'What's On' website.

May 2025, 2026, 2027

Chief Marketing and Communications Officer

05

Promote positive race relations through anti-discrimination strategies.

5.1 Continuously improve HR policies and procedures.

April 2026, 2027, 2028

Chief, People and Culture

5.2 Engage with Aboriginal and Torres Strait Islander staff and the Aboriginal and Torres Strait Islander Advisory Panel to continuously improve our anti-discrimination policy.

April 2026, 2027, 2028

Chief, People and Culture

5.3 Implement and communicate an anti-discrimination policy for our organisation.

April 2028

Chief, People and Culture

5.4 Provide ongoing education opportunities for senior leaders and managers to:

April 2028

Manager, Employee and Organisational Success

- understand the effects of racism
- develop the skills and capability to address incidences
- tackle structural impacts of racism

5.5 Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism through role modelling, advocacy and allyship.

April 2026, 2027, 2028

Chief, People and Culture

Respect

We'll deepen our understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and traditions. We recognise the unique cultural knowledge passed down through generations of Aboriginal and Torres Strait Islander peoples. We support the respectful engagement and celebration of First Nations cultures in the public life of our local area.

By engaging with Aboriginal and Torres Strait Islander peoples and respecting cultural protocols, we aim to promote a sense of belonging and cultural safety.

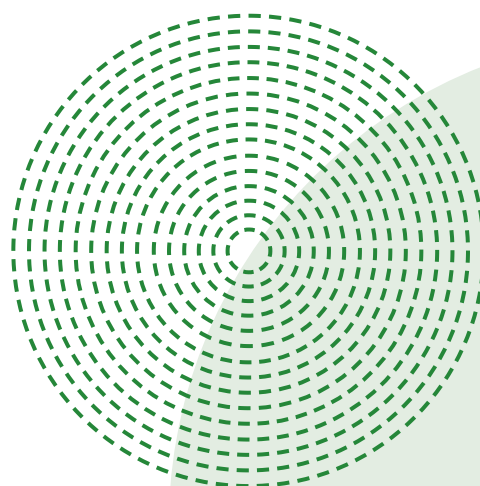
We're dedicated to acknowledging the invaluable contributions of Aboriginal and Torres Strait Islander peoples while continuously improving cultural competency across the organisation and wider community.

Smoking ceremony at the First Nations Dialogue Forum during Sustainable Sydney 2050 community consultation.

Photo / Mark Metcalf / City of Sydney.



Actions	Deliverables	Timeline	Responsibility
06 Promote cultural knowledge and understanding by establishing a local Aboriginal knowledge and culture centre.	6.1 Support the community's aspirations for the use and governance of the local Aboriginal knowledge and culture centre at 119 Redfern Street.	April 2028	Manager, Aboriginal Spaces
	6.2 Continue to advocate for a national First Nations National Cultural Centre in Sydney by making submissions to state and federal government and through redevelopment opportunities as they arise.	April 2028	Chief Operating Officer
07 Celebrate and share Aboriginal and Torres Strait Islander cultures through the City's major events and festivals program including annual significant events.	7.1 Provide opportunities for community participation in a significant event celebrating Aboriginal and Torres Strait Islander cultures.	April 2028	Producer, Major Events and Festivals
	7.2. Review the Eora Journey: significant annual event (NAIDOC in the City) with Aboriginal and Torres Strait Islander communities.	April 2026	Executive Manager, First Nations Leadership
	7.3 Increase opportunities for Aboriginal and Torres Strait Islander procurement and cultural recognition within our major events and festivals program by working with Aboriginal and Torres Strait Islander communities to include at Christmas, Sydney Lunar Festival and other events.	December 2025, 2026, 2027	Producer, Major Events and Festivals





Actions	Deliverables	Timeline	Responsibility
08 Increase knowledge within the broader community of the histories, heritage, cultures and social values of Aboriginal and Torres Strait Islander communities of Sydney.	8.1 Expand and update the histories of Sydney's Aboriginal and Torres Strait Islander communities within the Barani website and other platforms to continue to increase our broader community's knowledge.	April 2028	Manager Cultural Programs and Services
	8.2 Facilitate low and no cost access to City of Sydney spaces and Aboriginal spaces with Aboriginal and Torres Strait Islander community-controlled organisations for the purposes of providing cultural activities and events.	June 2025, 2026, 2027	Executive Manager Social City
	8.3 In collaboration with Aboriginal and Torres Strait Islander organisations and facilitators, produce Aboriginal cultural awareness training for community, not-for-profit organisations, charitable and other social purpose organisations and groups within our local area that work with vulnerable children, young people and families.	June 2025, 2026, 2027	Executive Manager Social City
	8.4 Enhance service offerings and improve accessibility to actively engage Aboriginal and Torres Strait Islander peoples with our libraries and the Koori collection.	April 2026, 2027, 2028	Manager Libraries and Learning
	8.5 Develop and produce cultural programming with Aboriginal and Torres Strait Islander communities to promote and share histories, heritage, cultures and social values.	April 2026, 2027, 2028	Manager Cultural Programs and Services
	8.6 As physical park signs are upgraded, install new signage design which includes an acknowledgement "You are on Gadigal Country" and bujari gamarruwa ("good day" in the Sydney Aboriginal language)	December 2025, 2026, 2027	Chief Engineer



Actions	Deliverables	Timeline	Responsibility
09 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	9.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2026	Senior Communications Manager
	9.2 Review, update and share the City of Sydney's Aboriginal and Torres Strait Islander cultural protocols to increase staff understanding and support staff to implement them.	February 2027	Executive Manager, First Nations Leadership
	9.3 Develop, implement and communicate guidelines for engaging with Indigenous cultural and intellectual property.	March 2026	Executive Manager, First Nations Leadership
	9.4 Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including: Sydney New Year's Eve, Sydney Lunar Festival and Sydney Christmas events.	April 2026, 2027, 2028	Producer, Major Events and Festivals
	9.5 Include an Acknowledgement of Country or other appropriate protocols at the start of important meetings and at all public events.	April 2026, 2027, 2028	Program Manager, First Nations Strategy
	9.6 Install Acknowledgement of Country signage in all City of Sydney community facilities, operational sites and offices.	April 2028	Executive Manager Property Services
	9.7 Engage with Aboriginal and Torres Strait Islander community members and advisors to make our community venues and facilities culturally safe and inviting.	June 2025, 2026, 2027	Executive Manager Social City, Manager City Greening and Leisure, Manager Libraries and Learning



Actions	Deliverables	Timeline	Responsibility
10 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	10.1 Consult with internal and external Aboriginal and Torres Strait Islander advisors on the development of a cultural learning strategy.	May 2026	Manager, Employee and Organisational Success
	10.2 Implement and communicate a cultural learning strategy for staff.	May 2027	Manager, Employee and Organisational Success
	10.3 All staff to undertake formal and structured cultural learning activities. 100% of staff undertake cultural awareness e-learning module. 50% of staff undertake face-to-face cultural competence learning activities. 50 senior leaders and a select group of staff to undertake cultural immersion activities with Aboriginal and Torres Strait Islander Elders, educators and cultural practitioners.	May 2027	Manager, Employee and Organisational Success
	10.4 Provide information about the Traditional Custodians of Sydney, local Aboriginal and Torres Strait Islander communities and our commitment to reconciliation to all new starters during their induction: - through a presentation by City of Sydney staff - as part of an e-learning module	April 2026, 2027, 2028	Manager, Employee and Organisational Success





Actions	Deliverables	Timeline	Responsibility
11 Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	11.1 RAP working group and executive directors to participate in an external NAIDOC Week event.	July 2025, 2026, 2027	Chair, RAP Working Group
	11.2 People managers to support all staff and teams to participate in NAIDOC Week.	July 2025, 2026, 2027	Chief, People and Culture
	11.3 Support Aboriginal and Torres Strait Islander employees to use their NAIDOC Week day off to attend cultural and community activities and events.	July 2025, 2026, 2027	Chief, People and Culture
	11.4 In consultation with Aboriginal and Torres Strait Islander stakeholders, support annual local NAIDOC Week events in Redfern, Woolloomooloo and Glebe.	July 2025, 2026, 2027	Manager, Grants
	11.5 Fly street banners designed by an Aboriginal and/or Torres Strait Islander artist to mark NAIDOC Week.	April 2026, 2027, 2028	Executive Manager, First Nations Leadership
12 Increase engagement with local Aboriginal and Torres Strait Islander artists.	12.1 Develop and implement a cultural programming framework to support self-determination and cultural recognition.	May 2026	Executive Manager, Creative City
	12.2 Ensure Aboriginal and Torres Strait Islander representation on all external assessment panels assessing all cultural and creative programs and projects that impact or include Aboriginal and Torres Strait Islander communities, including: • City Art • Art & About • Eora Journey	April 2026, 2027, 2028	Executive Manager, Creative City, Executive Manager City Design, Manager, Grants
	12.3 Provide opportunities within the accommodation grant program to increase the participation of Aboriginal and Torres Strait Islander people and organisations.	April 2026, 2027, 2028	Manager, Grants
	12.4 Support Aboriginal and Torres Strait Islander artists, creatives and arts organisations through creative sector development opportunities.	April 2026, 2027, 2028	Manager Cultural Space and Sector Development



Opportunities

We're committed to promoting economic freedom and improved socioeconomic outcomes of Aboriginal and Torres Strait Islander peoples.

This means focusing on breaking down barriers to employment and supporting business opportunities to promote the success of Aboriginal and Torres Strait Islander peoples.

We'll increase our engagement with Indigenous businesses through our procurement and business support programs. We seek to improve our systems to attract and work with Aboriginal and Torres Strait Islander businesses and entrepreneurs.

By increasing opportunities for professional development and leadership roles, the City of Sydney is committed to maintaining a strong and diverse Aboriginal and Torres Strait Islander workforce.

Through improved accessibility, culturally appropriate services and communications we'll ensure social programs and grant opportunities respond to local Aboriginal and Torres Strait Islander community needs.

Tarri Jayne Collective market stall at NAIDOC in the City.

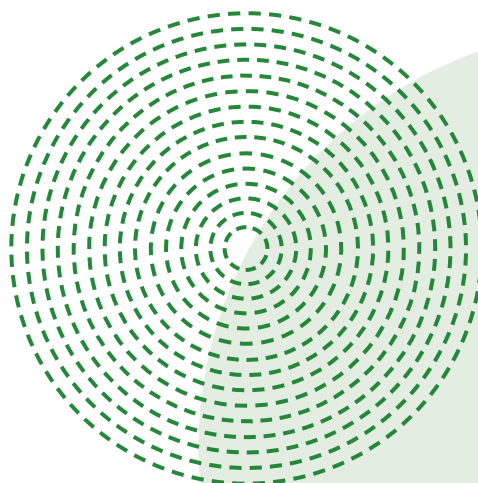
Photo / Abril Felman / City of Sydney.



Actions	Deliverables	Timeline	Responsibility
13 Promote economic prosperity of Aboriginal and Torres Strait Islander peoples in Sydney.	13.1 Provide financial support through the City of Sydney's grant program to Aboriginal and Torres Strait Islander-led businesses to deliver skills development programs.	April 2026, 2027, 2028	Manager, Grants
	13.2 Engage at least 10 Aboriginal and Torres Strait Islander businesses in City of Sydney business support programming.	April 2026, 2027, 2028	Manager, Economic Programs
	13.3 Collaborate with Aboriginal and Torres Strait Islander communities to deliver bespoke and fit-for-purpose business support programming.	December 2027	Manager, Economic Programs
14 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	14.1 Implement, review and renew the City of Sydney's Aboriginal and Torres Strait Islander workforce strategy 2023-26 in consultation with Aboriginal and Torres Strait Islander staff.	April 2026, 2027, 2028	Chief, People and Culture
	14.2 Increase Aboriginal and Torres Strait Islander employment from 2.8% to 4.6% of the total workforce by 2028 • 3.8% in 2026 • 4.2% in 2027 • 4.6% in 2028	April 2026, 2027, 2028	Chief, People and Culture
	14.3 Identify and remove barriers and increase support for Aboriginal and Torres Strait Islander employees to take on management and senior level positions.	April 2026, 2027, 2028	Chief, People and Culture
	14.4 Support the Aboriginal and Torres Strait Islander staff network to meet twice a year.	April 2026, 2027, 2028	Chief, People and Culture
	14.5 Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	April 2026, 2027, 2028	Chief, People and Culture
	14.6 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May 2027	Manager, Recruitment and HR Systems
	14.7 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	April 2026, 2027, 2028	Manager, Recruitment and HR Systems

Actions	Deliverables	Timeline	Responsibility
15 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	15.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	May 2027	Chief Procurement Officer
	15.2 Continue to identify Aboriginal and Torres Strait Islander businesses through Supply Nation and the NSW Indigenous Chamber of Commerce directories and where possible, explore other membership opportunities.	April 2026, 2027, 2028	Chief Procurement Officer
	15.3 Develop an approach to increase staff visibility and access to Aboriginal and Torres Strait Islander businesses for procurement opportunities.	May 2026	Chief Procurement Officer
	15.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2027	Chief Procurement Officer
	15.5 Foster and grow commercial relationships by maintaining a contract base of no less than 10 Aboriginal and/or Torres Strait Islander businesses.	April 2026, 2027, 2028	Chief Procurement Officer
	15.6 Increase our yearly spend with Aboriginal and Torres Strait Islander businesses over the next 3 years to a minimum of: • \$2.4 million in 2025/26 • \$3 million in 2026/27 • \$3.5 million in 2027/28	April 2026, 2027, 2028	Chief Procurement Officer
	15.7 Train relevant staff to support them to engage and procure from Aboriginal and Torres Strait Islander businesses.	April 2026, 2027, 2028	Chief Procurement Officer

Actions	Deliverables	Timeline	Responsibility
16 Respond to the needs of Aboriginal and Torres Strait Islander communities through local programs and services.	16.1 Facilitate low and no-cost access for Aboriginal and Torres Strait Islander community members and groups to use the City of Sydney's community facilities and spaces.	April 2026, 2027, 2028	Executive Manager, Social City
	16.2 In collaboration with Aboriginal and Torres Strait Islander organisations and facilitators, provide free capacity building and networking opportunities to support the work of Aboriginal community-controlled organisations.	April 2026, 2027, 2028	Executive Manager, Social City
17 Increase the applications and effectiveness of the grant and sponsorship program for Aboriginal and Torres Strait Islander groups, organisations and businesses.	17.1 Promote the City of Sydney's grant opportunities and assist Aboriginal and Torres Strait Islander organisations to apply through support activities such as information sessions.	April 2026, 2027, 2028	Manager, Grants
	17.2 Work with Aboriginal and Torres Strait Islander facilitators or organisations to provide targeted grant writing workshops (part of the Connect Sydney program).	April 2025, 2026, 2027	Executive Manager Social City
	17.3 Revise and enhance the grant application process to increase accessibility and support for Aboriginal and Torres Strait Islander organisations.	May 2027	Manager, Grants



Governance

Governance underpins the framework necessary for the effective implementation and accountability of our RAP. It's about ensuring reconciliation is embedded in our operations, policies and practices.

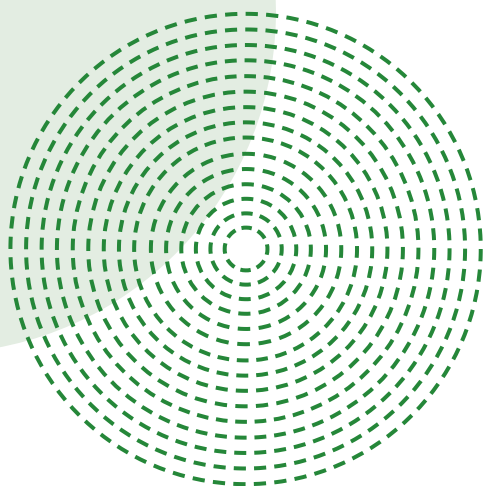
We'll focus on transparent and accountable governance mechanisms that ensure all commitments are progressed and supported through strong leadership, ongoing reporting and the active involvement of Aboriginal and Torres Strait Islander peoples.

The Corroboree Ground featuring Harbour Beizam at Yabun Festival.

Photo / Joseph Mayers / City of Sydney.



Actions	Deliverables	Timeline	Responsibility
18 Establish and maintain an effective RAP working group to drive governance of the plan.	18.1 Maintain Aboriginal and Torres Strait Islander representation on the RAP working group.	April 2026, 2027, 2028	Chair, RAP Working Group
	18.2 Apply a terms of reference for the RAP working group.	August 2025	Chair, RAP Working Group
	18.3 Meet at least 4 times a year to drive and monitor RAP implementation.	April 2026, 2027, 2028	Chair, RAP Working Group
19 Provide appropriate support for effective implementation of RAP commitments.	19.1 Responsible owners to embed resource needs for RAP implementation.	December 2025	Chair, RAP Working Group
	19.2 Embed key RAP actions in performance expectations of senior management and all staff.	July 2025, 2026, 2027	Chair, RAP Working Group
	19.3 Embed appropriate systems and capability to track, measure and report on RAP commitments.	August 2025	Program Manager, First Nations Strategy
	19.4 Maintain an internal RAP sponsor from senior management.	April 2026, 2027, 2028	Chief Operating Officer
	19.5 Include annual RAP updates at senior management briefings and quarterly updates in the monthly People Managers Enewsletter.	Quarterly 2025, 2026, 2027, 2028	Program Manager, First Nations





Actions	Deliverables	Timeline	Responsibility
20 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	20.1 Complete and submit the RAP impact survey to Reconciliation Australia.	September 2025, 2026, 2027	Program Manager, First Nations Strategy
	20.2 Report RAP progress to all staff and senior leaders quarterly.	February, May, August, November 2025, 2026, 2027, 2028	Program Manager, First Nations Strategy
	20.3 Participate in Reconciliation Australia's biennial workplace RAP barometer survey.	September 2026, 2028	Program Manager, First Nations Strategy
	20.4 Publicly report against our RAP commitments yearly, outlining achievements, challenges and learnings including a traffic light report.	May 2026, 2027, 2028	Executive Manager, First Nations Leadership
	20.5 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2028	Program Manager, First Nations Strategy
	20.6 Report yearly to the Aboriginal and Torres Strait Islander Advisory Panel and Aboriginal and Torres Strait Islander staff network.	May 2026, 2027, 2028	Executive Manager, First Nations Leadership
	20.7 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date to ensure we do not miss out on important RAP correspondence.	April 2026, 2027, 2028	Program Manager, First Nations Strategy
	20.8 Contact Reconciliation Australia to request the unique link to access the online RAP impact survey.	August 2025, 2026, 2027	Program Manager, First Nations Strategy
21 Continue our reconciliation journey by developing our next RAP.	21.1 Register on Reconciliation Australia's website to begin developing our next RAP.	January 2027	Chief Operating Officer



Contact details

Position | Program Manager, First Nations Strategy

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Attachment B

**Stretch Reconciliation Action Plan
Engagement Report March 2025**

Engagement report – Stretch reconciliation action plan 2025-2028



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Overview

Project background

This consultation has informed the development of our new Stretch reconciliation action plan (RAP), which is our third plan. Our Innovate RAP was adopted in 2015. We moved to a Stretch RAP from 2020 to 2023 and sought an extension with Reconciliation Australia to extend for 12 months as we prepared the next plan.

Our Stretch reconciliation action plan 2025-2028 helps us take meaningful steps to strengthen relationships, build respect and create opportunities with Aboriginal and Torres Strait Islander communities. We work on many activities and programs with Aboriginal and Torres Strait Islander peoples and organisations. Part of this work is outlined in our previous Stretch reconciliation action plan. Doing this work we've:

- increased employment of Aboriginal and Torres Strait Islander employees
 - engaged more Indigenous businesses
 - provided many grants to Aboriginal and Torres Strait Islander organisations and artists
 - recognised Aboriginal and Torres Strait Islander histories, cultures and achievements in Sydney
 - celebrated culture through NAIDOC Week events, National Reconciliation Week and other major events.
-

Purpose of engagement

Consultation on key aspects of our draft Stretch RAP's directions and priorities occurred between 23 January and 24 February 2025.

This consultation informed community members that the City of Sydney was gathering feedback to help shape the actions and deliverables of our Stretch RAP.

Engagement summary

This report outlines the engagement activities that took place in January and February 2025 to gather feedback on the draft Stretch RAP 2025-2028. It also summarises the key findings from this consultation, which have been used to further develop the plan.

77 surveys were completed during the consultation period, and 4 written submissions (emails) were received between 23 January and 24 February 2025.

For face-to-face opportunities, employees attended community events, meetings and programs to encourage and support community members to provide feedback and complete the survey. Using postcards and posters with a QR code link, and digital tablets employees created opportunities for people to complete the survey at:

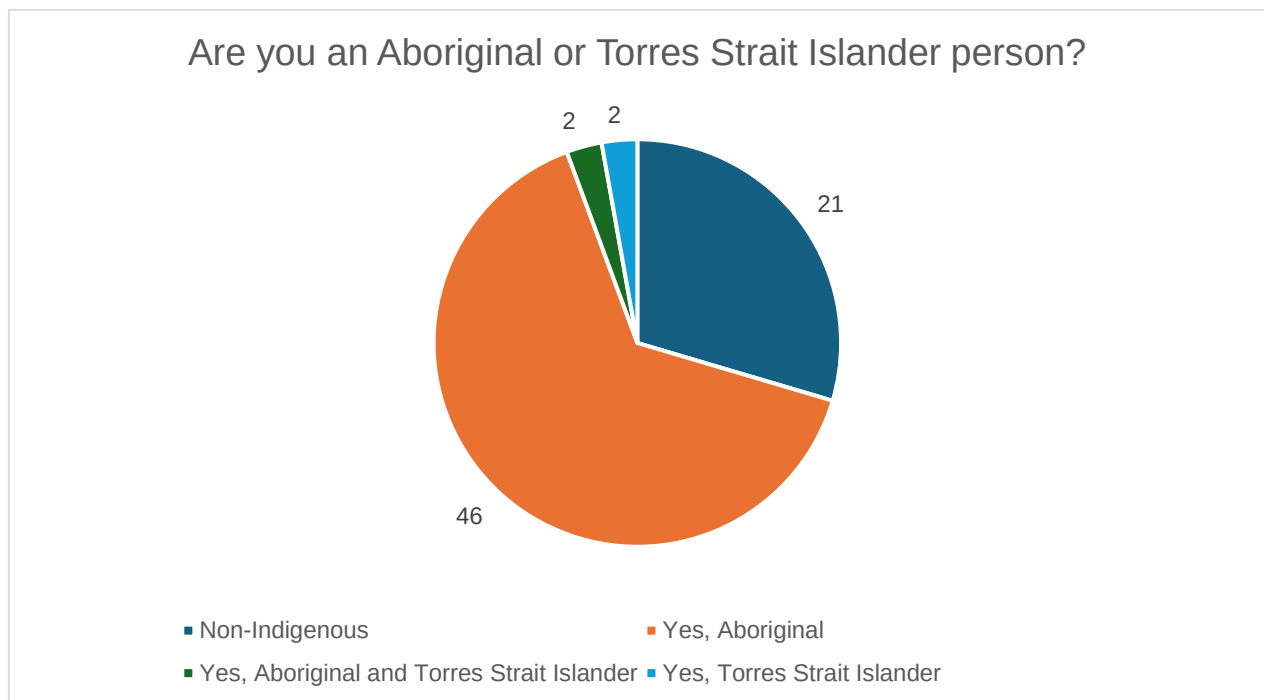
- Yabun at the City's stall on 26 January
- Redfern Community Centre on Tuesday 18 February
- Summer on the Green, Waterloo on Friday 21 February

- The Sydney Your Say page had 922 page visits, and the draft Stretch RAP document was downloaded 107 times from the website.

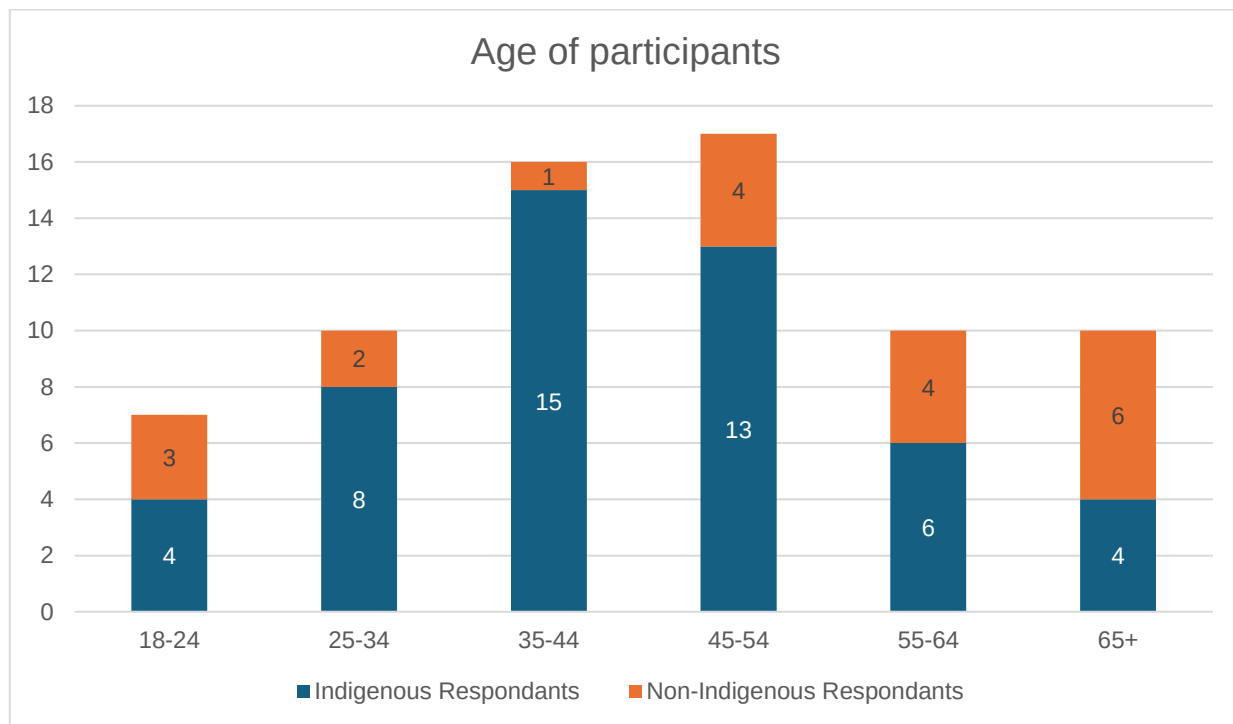
Demographic data

We asked respondents 'Are you an Aboriginal or Torres Strait Islander person?'. Options to respond were 'Aboriginal', 'Aboriginal and Torres Strait Islander', 'Torres Strait Islander' or 'No'.

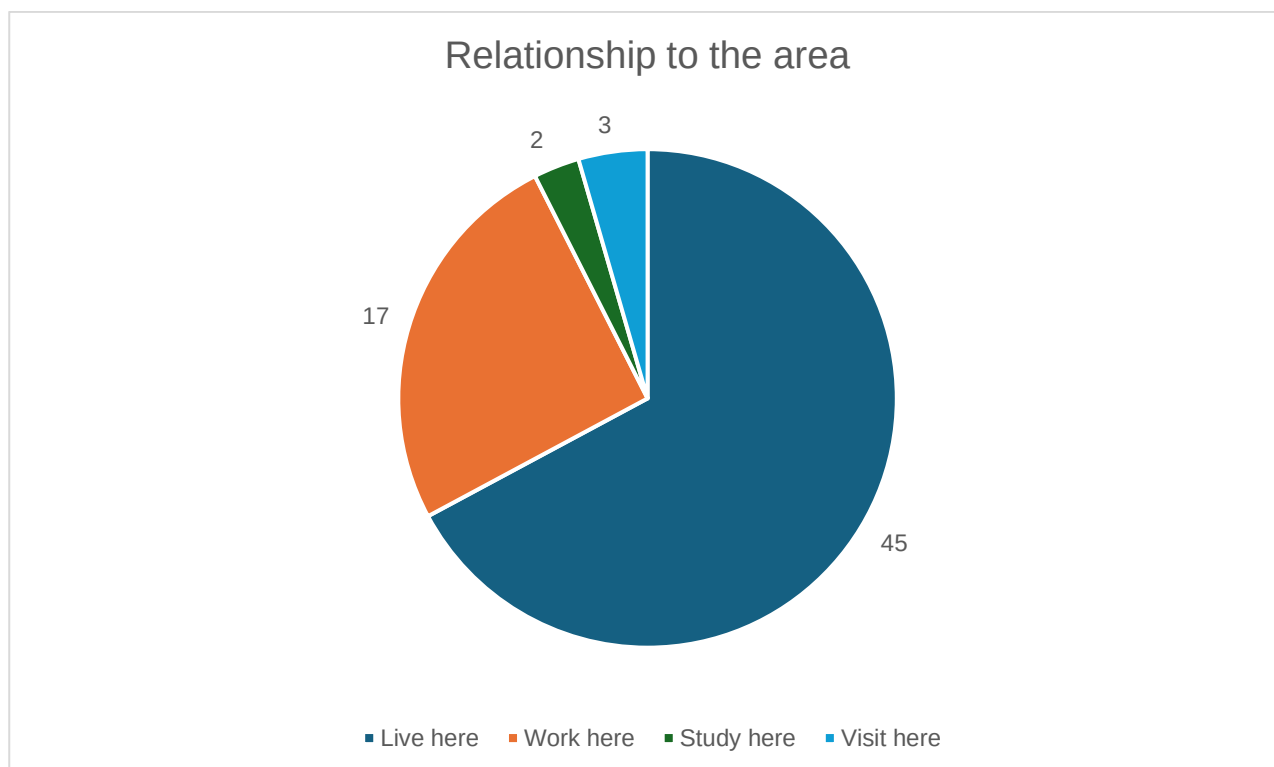
The majority of respondents were Aboriginal (46), followed by 21 participants identifying as both Aboriginal and Torres Strait Islander, and 2 as Torres Strait Islander. There were 21 non-First Nations respondents. There were 6 people who didn't answer this question. From the email submissions, 2 were from individuals that didn't disclose and 2 were from First Nations identified businesses.



Age: The data indicates that Aboriginal and Torres Strait Islander respondents were most represented in the 35-44 age group (15 participants), while non-Indigenous respondents had the highest representation in the 65+ age group (6 participants).



Relationship to area: The highest concentration of participants were respondents who live within our local area, followed by people who work here. Additionally, there were a small number of participants who visit the area and who study in the area.



Executive Summary

Engagement findings

This was the first time we have consulted the broader community on our reconciliation action plan. We used our channels and engagement support to seek input from a range of stakeholders. The majority of responses came from Aboriginal and Torres Strait Islander people (52). The majority of overall respondents live in our local area and include a wide range of ages from 18 to 65+.

We identified a number of focus areas in the Stretch RAP. In this consultation we wanted to understand the relative importance of these focus areas, why they're important and what else is important to the community.

Strong overall support

Overall, there is great support for the City of Sydney doing this work to progress our reconciliation commitments. Based on the survey's result, 87% of respondents agreed on the importance of all focus areas.

The focus areas we featured in the survey were:

- strengthening engagement including community relations, partnership and consultation with Aboriginal and Torres Strait Islander communities
- anti-discrimination actions and raising awareness of the impacts of racism
- cultural awareness including training and action to increase knowledge and understanding of Aboriginal and Torres Strait Islander people, cultures and histories
- respect and recognition of Aboriginal and Torres Strait Islander cultural and community protocols
- supporting and participating in NAIDOC Week activities
- recruiting, retaining and supporting Aboriginal and Torres Strait Islander employees
- increase engagement with Indigenous businesses and entrepreneurship through business programs and procurement activities

The three areas most important to respondents were:

1. anti-discrimination and awareness of the impacts of racism (89%)
2. respect and recognition of Aboriginal and Torres Strait Islander protocols (85%)
3. strengthening community relations, partnership and consultation with Aboriginal and Torres Strait Islander communities (83%).

Priorities of First Nations and non-First Nations respondents

98% of Aboriginal and Torres Strait Islander respondents thought all of the Stretch RAP focus areas were either very or somewhat important.

The most important priorities for Aboriginal and Torres Strait Islander respondents were 'Recruiting, retaining and supporting Aboriginal and Torres Strait Islander employees'

(98%) and 'Respect and recognition of Aboriginal and Torres Strait Islander cultural and community protocols' (98%).

Non-First Nations respondents felt that 'Anti-discrimination and awareness of the impacts of racism' (71%) and 'Respect and recognition of Aboriginal and Torres Strait Islander cultural and community protocols' (57%) were the most important areas to focus on.

Why these focus areas are important

When asked why respondents felt that way about the importance of each focus area, key themes emerged in their comments. The most common reason was about strengthening the relationship between the City of Sydney and the wider community with Aboriginal and Torres Strait Islander people.

Many respondents emphasised the role of the City of Sydney in leading reconciliation efforts and supporting Aboriginal and Torres Strait Islander community-led initiatives. Strengthening engagement with Aboriginal and Torres Strait Islander communities, increasing awareness of racism, and embedding cultural protocols were identified as essential steps toward building a more respectful and equitable society.

What else is important to focus on

Respondents highlighted the need for deeper and more effective community consultation with Aboriginal and Torres Strait Islander people. There was strong interest in accountability and transparency along with the desire to be self-determining and involved in decision-making.

Other feedback included enhancing Indigenous economic opportunities, increasing cultural awareness and cultural safety, greater youth engagement and developing co-designed initiatives that prioritise genuine partnership.

The feedback underscores a community sentiment to move beyond symbolic gestures towards substantive, collaborative approaches that respect Aboriginal and Torres Strait Islander peoples' sovereignty and create tangible pathways for economic and social advancement.

Detailed feedback

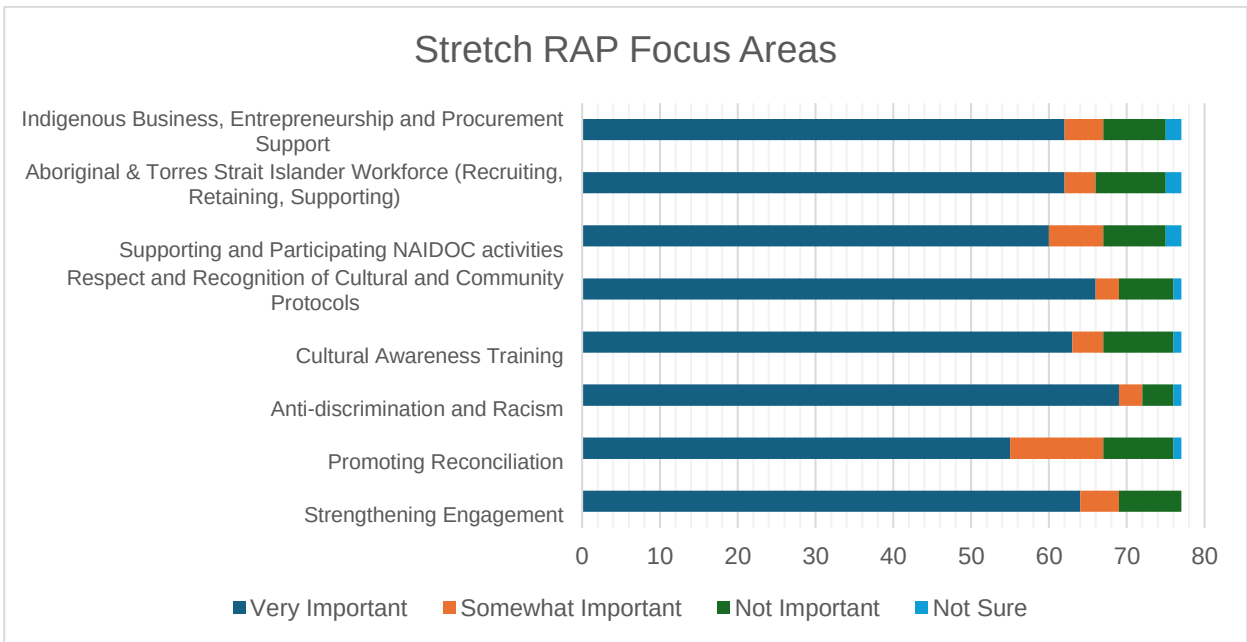
Survey findings

The consultation asked for people's perceived importance of key focus areas of the Stretch RAP. We asked for feedback on how important the areas are, why they think that and what else we should focus on.

Question 1: 'These are the action plan's focus areas – how important are they to you?'

We asked respondents to select from options of 'Very important', 'Somewhat important', 'Not important' and 'Not sure' for each of the listed focus areas. These focus areas were selected as a high-level summary of the overarching actions in our plan.

All priority areas received strong support, as the data demonstrates in the graphs shown below.

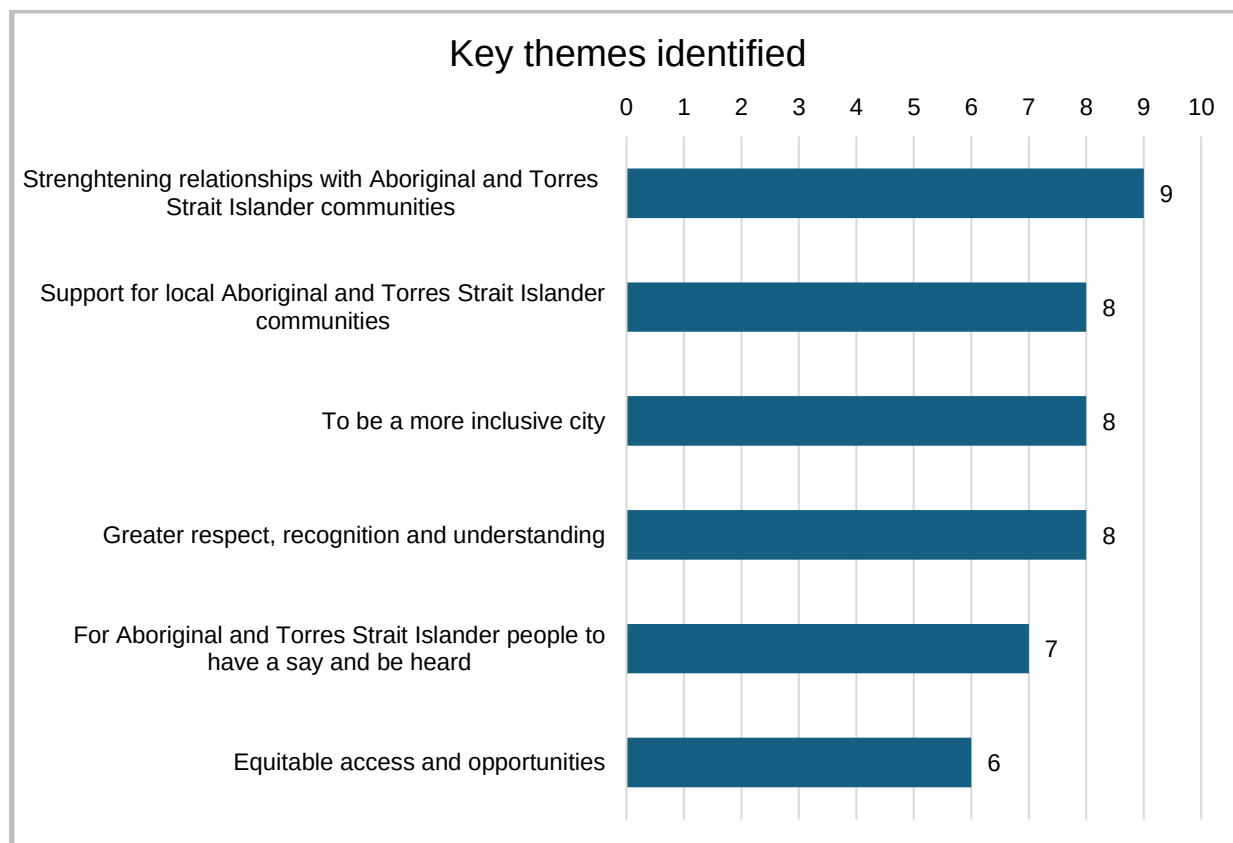


The overwhelming majority of Aboriginal and Torres Strait Islander respondents thought all areas are very or somewhat important (98%).

3 respondents responded to every area as 'not important', and another 3 felt all were not important except 'anti-discrimination' which they felt was 'somewhat important'.

Q2: Tell us why you think these focus areas are important?

The community was asked why they felt these priority areas were important, with responses highlighting key themes such as relationships, inclusivity, community support, opportunities, respect and equity.



Strengthening relationships with Aboriginal and Torres Strait Islander communities

The most commonly cited response for why the focus areas are important were about relationships. Respondents emphasised the importance of fostering a society where Aboriginal and Torres Strait Islander peoples are valued, seen and respected. This refers to how the City of Sydney should focus on stronger and more meaningful relationships with Aboriginal and Torres Strait Islander communities. It also refers to how we can lead and support relationships between Aboriginal and Torres Strait Islander people and the wider community to improve social cohesion and wellbeing.

Support for local Aboriginal and Torres Strait Islander communities

Another common response included the need to ensure visible and tangible outcomes for local Aboriginal and Torres Strait Islander communities. This was about how the focus areas should support the needs and wants of the local community, and how this is an important responsibility of the City of Sydney. People said this support is vital to strengthen communities and the betterment of the people.

Inclusion promotes listening, social cohesion and heals communities

There was a recognition that inclusion and inclusivity will not only improve Aboriginal and Torres Strait Islander communities' outcomes but more broadly lead to a more respectful, balanced and proactive society. Some comments highlighted how it supports healing and is a way of addressing social injustice and inequities. This also is about how we include

guidance and input from Aboriginal and Torres Strait Islander people in the community and the organisation.

Greater respect, recognition and understanding

A recurring theme is the need for ongoing recognition of Aboriginal history and culture within the city. Respondents point out that it is not just about symbolic acknowledgment but about deep respect and recognition. Outdated colonial monuments should be reconsidered as part of making the city a culturally safe place. Furthermore, there is a need to increase the wider community's awareness and understanding of our shared history, and Aboriginal and Torres Strait Islander peoples' cultures and lived experiences.

For Aboriginal and Torres Strait Islander people to have a say and be heard

Another theme was for Aboriginal and Torres Strait Islander people to have a say in decisions that impact them. Some First Nations respondents expressed that their voices have been marginalised for too long, and there was a strong sentiment for Aboriginal and Torres Strait Islander people to be actively involved in shaping policies and initiatives that affect their communities.

Equitable access and opportunities

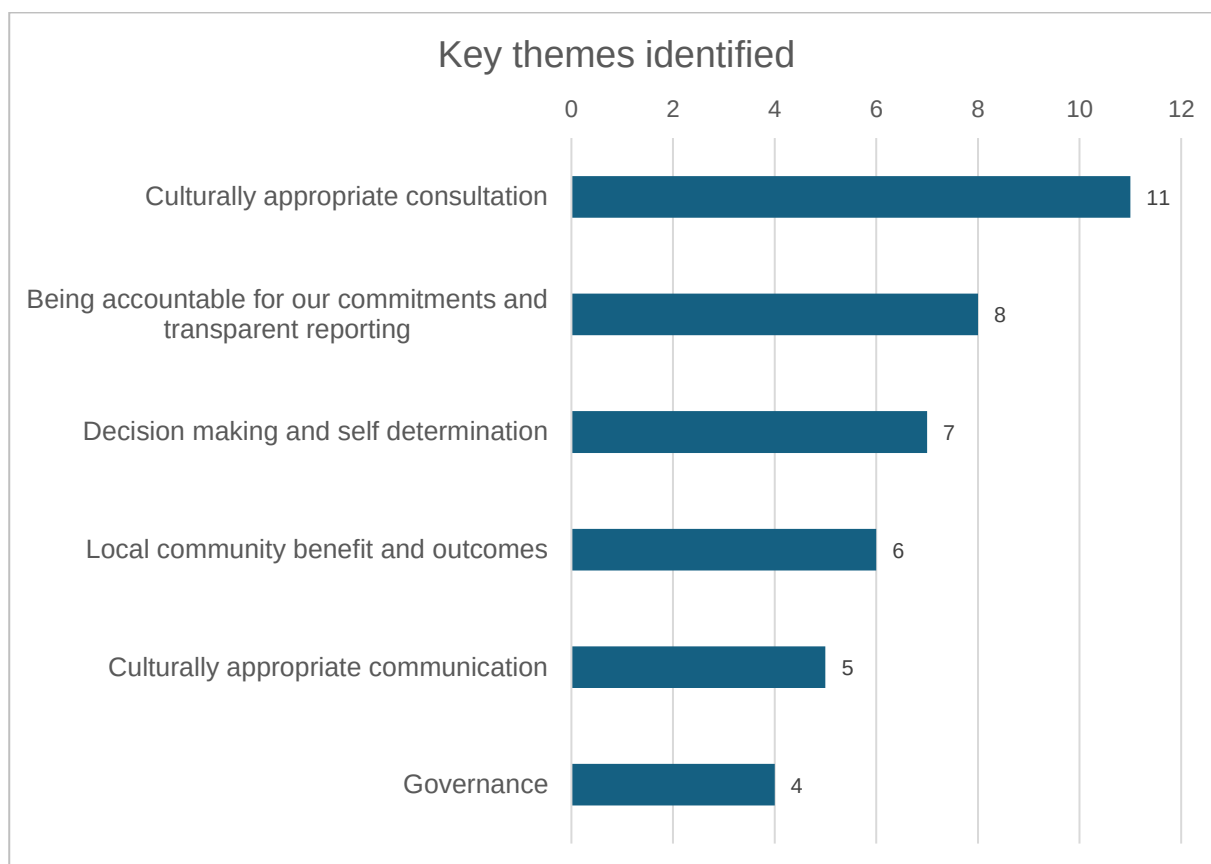
The survey results emphasised the need for equity, particularly in terms of ensuring fairness and equality experienced by Aboriginal and Torres Strait Islander people. Many respondents highlighted the importance of extending the same rights, opportunities, and respect to Aboriginal and Torres Strait Islander people as those given to other community members. This included examples of creating opportunities to increase employment, economic development, education and access to housing.

Other concerns raised

There were 8 largely unsupportive survey respondents and 1 unsupportive email submission. Some respondents expressed dissatisfaction with how the reconciliation process was being handled, citing the 2023 referendum results. The council use of resources was also questioned, with respondents suggesting that efforts may not be directed effectively towards fostering unity in their view.

Q3: How else can the City strengthen reconciliation and improve community outcomes with our Stretch reconciliation action plan?

Community feedback on strengthening reconciliation and improving outcomes through the Stretch RAP identified priority areas including culturally appropriate consultation, decision-making, accountability, culturally appropriate communication and governance.



Culturally appropriate consultation

The most common theme called for culturally appropriate consultation with Aboriginal and Torres Strait Islander communities. These included comments about wanting more opportunities to provide input as well as ideas for consultation activities. We heard that community want 'on the ground' activities, workshops, coming together in community gatherings that are face-to-face. The community emphasised the importance of listening.

Being accountable for our commitments and transparent reporting

Accountability was highlighted, with respondents urging the city to ensure open and honest dialogue and following through on our commitments. This also includes increased visibility of how their feedback and advice is being listened to and acted on.

Decision making and self determination

Decision-making and self-determination mean that Aboriginal and Torres Strait Islander communities must have real authority over their land, governance and economic futures - beyond consultation and into shared leadership. This includes embedding First Nations leadership in decision-making structures, removing planning barriers that limit Aboriginal land use, strengthening economic opportunities for generational wealth and holding institutions accountable to ensure promises translate into action.

Local community benefit and outcomes

Participants stressed that reconciliation should go beyond symbolic gestures and focus on local, tangible actions and outcomes that enrich the lives of Aboriginal and Torres Strait Islander people. The work should be tangible, realistic and meet the needs of local community members.

Culturally appropriate communication

We heard that how we communicate and engage with Aboriginal and Torres Strait Islander communities could be improved. This would be through more effective face-to-face and

word-of-mouth techniques. There was mention of using hard copy materials and not excluding people that don't have access to internet, smart phones and computers. The types of communications are important in promoting opportunities, accessing our programs and activities, and clearly reporting back on how we're tracking in our RAP commitments.

Good governance and transparency

Many responses suggest that the governance framework should be transparent, inclusive and responsive. This includes how we plan for the work, operationally and how it is implemented across the organisation. It is also about reporting back to the community and being transparent in how we track and monitor the delivery of the plan.

Other concerns raised

Of the unsupportive respondents, their comments varied. Some suggested this perpetuates a victim myth. Another suggested this is promoting one race over another. There was 1 comment relating to the outcome of the 2023 referendum and the implied opposition to reconciliation. Another suggested that the same focus is put on 'Australia Day and Australian celebrations'.

Written submissions

Overview

We received 4 written submissions (emails) during the consultation:

- 2 from First Nations business operators
- 2 from individuals

Key themes

The key concerns of community members who contributed written submissions were:

- 1 individual highlighted their concerns with equality and not promoting one group of people over another. They referred to what they feel is an over emphasis on Aboriginal culture.
- 1 individual was supportive of areas such as respect and opportunities but made a point of education being 'the root of everything'. They also felt there was no detail about 'how people would be employed' in the RAP.
- The 2 business submissions were supportive and shared their service offerings as potential ways to work together in relation to the plan. This relates to the RAP initiatives to increase the diversity and spend with First Nations businesses.

Appendices

Appendix A: Communications overview

The following is a snapshot of outcomes from marketing and communications activities undertaken to support the consultation. Activities reached a range of audience segments through City of Sydney channels.

Activity	Outcome
Sydney Your Say webpage	• 922 views • 107 downloads
Social media posts: LinkedIn	• 25,504 reach • 191 click throughs
Notification email to key stakeholders	• To 121 unique recipients on 23 January 2025
Follow up reminders by First Nations Leadership team throughout February	
eNewsletters	
Sydney Your Say February edition	• 5112 subscribers sent on 7 February 2025 – 360 click throughs
CoS News edms	• 27 January: 8,608 recipients opened; 41 click throughs • 11 February: 8,552 recipients opened; 27 click throughs • 18 February: 5,825 recipients opened; 46 click throughs
First Nations Opportunities newsletter	• 55 recipients opened • 2 click throughs
Community centre newsletters between 4-10 February	• 2,102 recipients opened • 23 click throughs
Community radio:	
Koori radio Ads 7-20 February 2025	

Black Chat interview 4 February 2025

- 5 click throughs on city.sydney/reconciliation (URL used only in radio ad)

Face-to-face engagement

Yabun, 26 January 2025, Victoria Park

- Distributed 100 postcards with link to Sydney Your Say

First Nations response pop-up at Redfern Community Centre

- engaged people attending programs and activities, using tablet device to complete surveys

Summer on the Green, 21 February 2025, Waterloo Green

- engaged people attending this community event to complete surveys
-



Yabun, 26 January 2025, Victoria Park.

Appendix B: Communications activities

Sydney Your Say web page:

Policy & planning changes

Your say on our Stretch reconciliation action plan 2025–2028

Under review

Contributions to this consultation are closed for evaluation and review. The project team will report back on key outcomes.

PUBLIC CONSULTATION PERIOD
23 January 2025 to 24 February 2025

What we're doing

Our Stretch reconciliation action plan helps us take meaningful steps to strengthen relationships, build respect and create opportunities with Aboriginal and Torres Strait Islander communities.

We work on many activities and programs with Aboriginal and Torres Strait Islander people and organisations. Part of this work is outlined in our Stretch reconciliation action plan. Doing this work we've:

- increased employment of Aboriginal and Torres Strait Islander staff
- engaged more Indigenous businesses
- provided many grants to Aboriginal and Torres Strait Islander organisations and artists
- recognised Aboriginal and Torres Strait Islander histories, cultures and achievements in Sydney
- celebrated culture through NAIDOC Week events, National Reconciliation Week and other major events.

We're developing our new Stretch reconciliation action plan, which is our third plan.

Preston Peachey
PROGRAM MANAGER - FIRST NATIONS STRATEGY
02 9265 9333
sydneyyoursay@cityofsydney.nsw.gov.au
COPY EMAIL ADDRESS

Why we're doing this

Our vision for reconciliation is a Sydney that values the living cultures of Aboriginal and Torres Strait Islander peoples, embraces the truthful reflection of the history and experiences of First Nations people, and is dedicated to equity, opportunity and respect for Aboriginal and Torres Strait Islander communities.

In taking action we strive to reflect the needs and aspirations of Sydney's First Nations communities and recognise their impact and contribution. We will listen to and elevate the voices of Aboriginal and Torres Strait Islander peoples.

We want to focus on the community's needs and aspirations and how best to strengthen relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples.

Your feedback will help us shape the actions and deliverables of our Stretch reconciliation action plan.

Stretch reconciliation action plan 2025–2028

We've prepared a draft of our new Stretch reconciliation action plan, which is based around [Reconciliation Australia's](#) core pillars of relationships, respect and opportunities.

Relationships	✓
Respect	✓
Opportunities	✓

Read our draft plan

Stretch reconciliation action plan 2025-2028 (draft)
PDF - 479.9 KB - Last modified 23 January 2025

Microsoft Word version
DOCX - 109.61 KB - Last modified 23 January 2025

How you can give feedback

Consultation closes at 5pm on Monday 24 February 2025.

1 Complete our survey

You'll need to log in with a City of Sydney account to complete the survey. If you don't have an account, it's easy to create one.

2 Email or post your feedback

You can give your feedback by email to sydneyyoursay@cityofsydney.nsw.gov.au or post to:

Preston Peachey, Program Manager – First Nations strategy
City of Sydney
GPO Box 1591
Sydney NSW 2001

3 Talk to us

You can speak to us in person and give your feedback at City of Sydney pop-up consultation stands (weather permitting) at:

- 26 January – Yabun, Victoria Park (10am–3pm)
- 21 February – Summer on the Green, Waterloo Green (2pm–5pm)

Other ways you can give feedback

Talk to us in person	✓
If you are Deaf or have complex communication needs	✓
If you need an Interpreter	✓

Inclusion in Sydney Your Say eNewsletter on 7th of February:

Sydney Your Say

CITY OF SYDNEY 



Photo: Joseph Mayers/City of Sydney

Your say on our Stretch reconciliation action plan

Our vision for reconciliation is a Sydney that values the living cultures of Aboriginal and Torres Strait Islander peoples. It embraces the truthful reflection of the history and experiences of First Nations peoples and is dedicated to equity, opportunity and respect for Aboriginal and Torres Strait Islander communities.

Our Stretch reconciliation action plan helps us take meaningful steps to strengthen relationships, build respect and create opportunities with Aboriginal and Torres Strait Islander peoples.

Your feedback will help us shape the goals and actions of the plan. Share your thoughts by Monday 24 February.

[Read more](#)

Inclusion in First Nations opportunities newsletter – 30 January



Your say on our Stretch reconciliation action plan

Help us create opportunities, build respect and nurture relationships with Aboriginal and Torres Strait Islander communities.

We're working on our Stretch reconciliation action plan 2025-2028. Your feedback will help us develop the draft.

Inclusion in CoS news newsletter



Have your say on our draft Stretch reconciliation action plan 2025-2028

Complete our short survey. Your feedback will help us create opportunities and strengthen relationships with Aboriginal and Torres Strait Islander communities.

Posters in City of Sydney Libraries and Community Centres:

CITY OF SYDNEY 

Have your say on our Stretch Reconciliation Action Plan 2025-28

Help us create opportunities, build respect and nurture relationships with Aboriginal and Torres Strait Islander communities.

We're working on our Stretch Reconciliation Action Plan 2025-2028.

Your feedback will help us develop the draft plan.

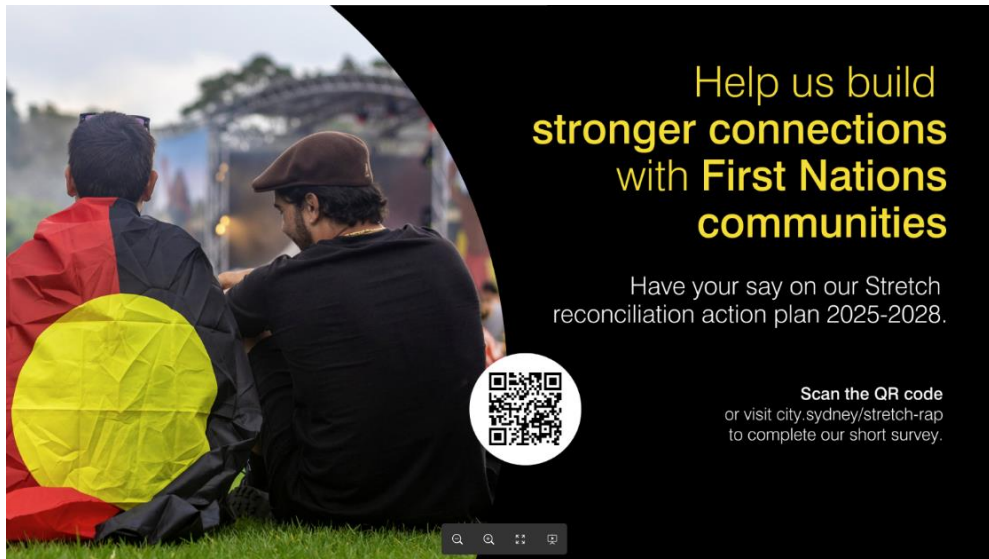
Scan the QR code or visit city.sydney/stretch-rap to complete our short survey.



Postcards: distributed at community centres, community events and distributed throughout community organisations. 200 copies printed, 43 click throughs on city.sydney/stretch-rap (short URL used on poster, postcard and digital screen at 119 Redfern Street)



Digital screen content displayed at 119 Redfern Street:



Social media: The consultation was advertised on LinkedIn.



City of Sydney

58,378 followers

Promoted

Your feedback will help us create opportunities and strengthen relationships with Aboriginal and Torres Strait Islander communities. Complete our short survey by 24 February.



What's your vision for

reconciliation in Sydney?

Have your say on our Stretch reconciliation action plan

cityofsydney.nsw.gov.au

Learn more



 Like

 Comment

 Repost



City of Sydney

58,378 followers

Promoted

What's your vision for reconciliation in Sydney? The City of Sydney Stretch reconciliation action plan 2025-2028 is open for your feedback until 24 February.



Have your say on our

reconciliation action plan

Complete our short survey

cityofsydney.nsw.gov.au

Learn more

Appendix C: Consultation materials

Consultation on Survey Monkey website.

The Stretch Reconciliation Action Plan 2025-2028 consultation

Our Stretch reconciliation action plan 2025-2028 helps us take meaningful steps to strengthen relationships, build respect and create opportunities with Aboriginal and Torres Strait Islander communities.

* 1. These are the action plan's focus areas - how important are they to you?

	Not important	Somewhat important	Very important	Not sure
Strengthening engagement including community relations, partnership and consultation with Aboriginal and Torres Strait Islander communities.	☐	☐	☐	☐
Promoting reconciliation and National Reconciliation Week.	☐	☐	☐	☐
Anti-discrimination actions and raising awareness of the impacts of racism.	☐	☐	☐	☐
Cultural awareness including training and action to increase knowledge and understanding of Aboriginal and Torres Strait Islander people, cultures and histories.	☐	☐	☐	☐
Respect and recognition of Aboriginal and Torres Strait Islander cultural and community protocols.	☐	☐	☐	☐
Supporting and participating in NAIDOC Week activities.	☐	☐	☐	☐
Recruiting, retaining and supporting Aboriginal and Torres Strait Islander employees.	☐	☐	☐	☐
Increase engagement with Indigenous businesses and entrepreneurship through business programs and procurement activities	☐	☐	☐	☐

2. Tell us why you think these focus areas are important.

3. How else can the City of Sydney strengthen reconciliation and improve community outcomes with our Stretch Reconciliation Action Plan?

About you.

About you: Information about who is answering this survey is important so we can be sure we capture a range of views from different people.

Your responses will remain anonymous, they will be added to those of other respondents to form aggregated tables. This information is not used in any other way.

4. Thinking about the City of Sydney local area, which of the following applies to you? (If more than one applies to you please list them in the "Other" text box)

- ☐ I live here
- ☐ I work here
- ☐ I visit here
- ☐ I study here
- ☐ I own property
- ☐ I own a business
- ☐ Other (please specify)

* 5. What suburb do you live in?

* 6. Are you an Aboriginal or Torres Strait Islander person?

- ☐ Yes, Aboriginal
- ☐ Yes, Torres Strait Islander
- ☐ Yes, Aboriginal and Torres Strait Islander
- ☐ No

7. Which age group are you in?

- ☐ Under 18
- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65+

8. Name

* 9. Email address

Privacy and personal information protection notice

Purpose of collection: For the City of Sydney to inform the community about our Stretch Reconciliation Action Plan and gather feedback.

Intended recipients: City of Sydney employees and approved contractors.

Supply: The supply of this information is voluntary.

Access/Correction: Contact the City of Sydney on 02 9265 9333 or at council@cityofsydney.nsw.gov.au to access or correct your personal information.

Storage: City of Sydney, located at 456 Kent Street Sydney NSW 2000, is collecting this information and will store it securely.

Other uses: The City of Sydney will use your personal information for the purpose for which it was collected and may use it as is necessary for the exercise of other functions.

Further details on how the City of Sydney manages personal information, please refer to our [privacy management plan](#).

Appendices D: Survey results

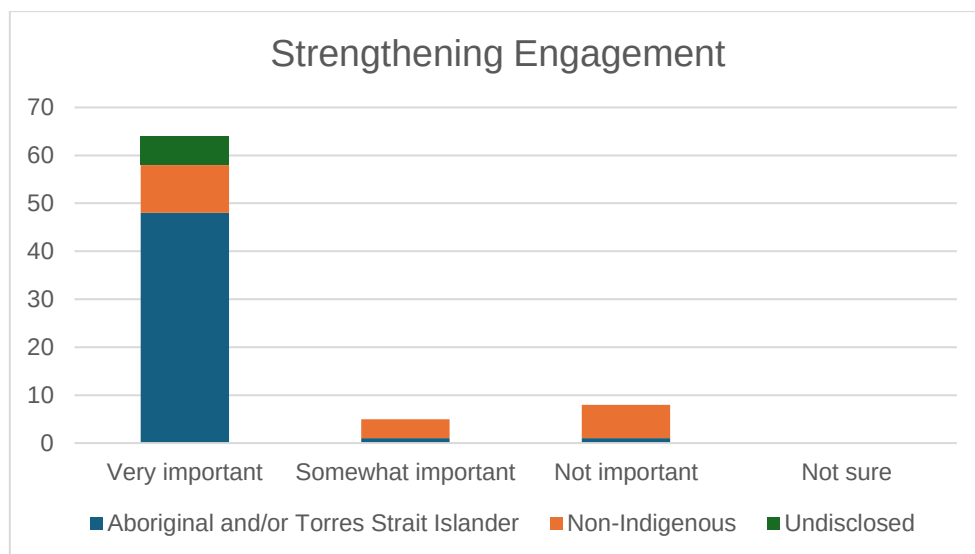
Overview: A more detailed breakdown of differing responses of First Nations and non-First Nations respondents.

The survey evaluates the importance of eight key priorities aligned with our Stretch RAP. The results show a strong consensus, particularly among Aboriginal and Torres Strait Islander participants, who uniformly rated all priorities as "Very important." Non-Indigenous participants exhibited a more varied response, with some areas receiving mixed levels of importance.

Overall, there is broad support for strengthening community relations, promoting reconciliation, and advancing cultural awareness, but the survey also highlights areas where further engagement and education may be needed to align perspectives.

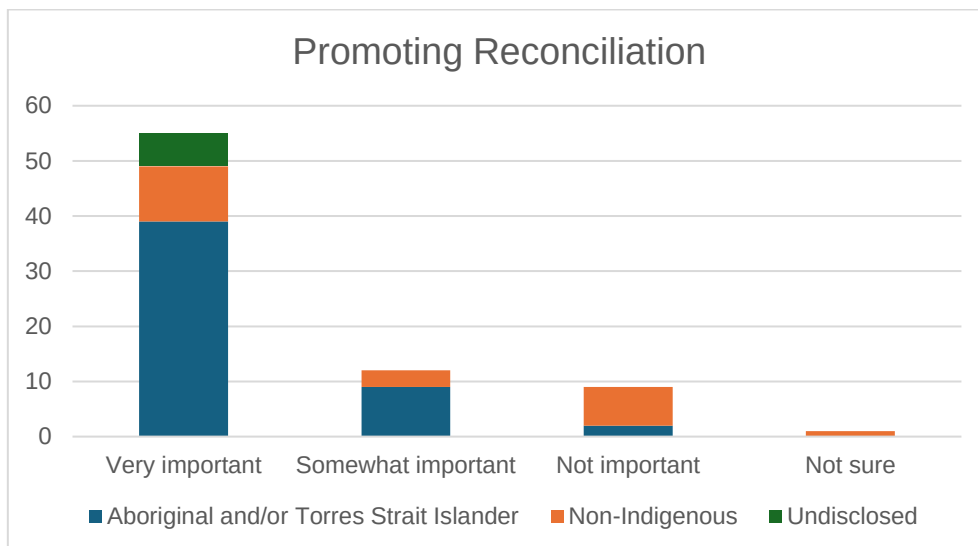
Priority Areas

1. Strengthening engagement including community relations, partnership and consultation with Aboriginal and Torres Strait Islander communities.



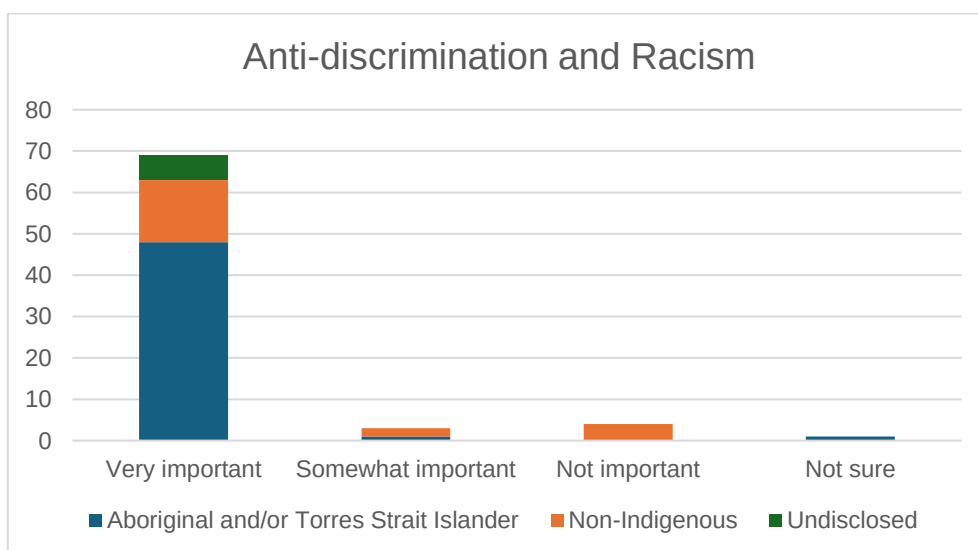
- Aboriginal and Torres Strait Islander participants viewed this priority as "Very important," indicating a strong need for meaningful community engagement.
- Non-Indigenous responses were more varied, with some marking this area as "Not important" or "Somewhat important."
- Undisclosed participants also rated this as "Very important," reflecting a broad recognition of its significance for building partnerships and trust

2. Promoting reconciliation and National Reconciliation Week.



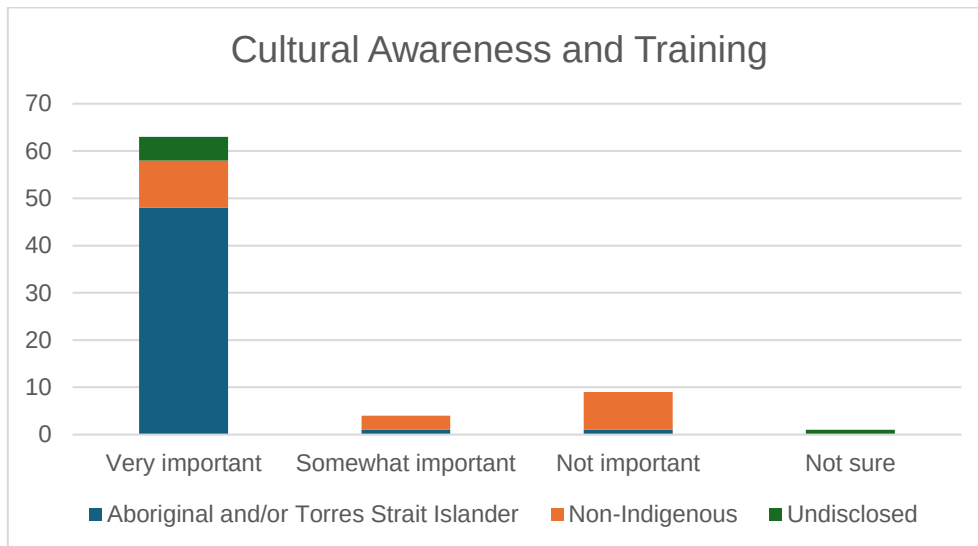
- Aboriginal and Torres Strait Islander respondents emphasised the importance of reconciliation, with all marking this priority as "Very important."
- Non-Indigenous responses ranged, with some seeing it as "Very important," while others rated it lower.
- Similarly, Undisclosed participants marked this as "Very important," showing general support for national reconciliation efforts.

3. Anti-discrimination actions and raising awareness of the impacts of racism.



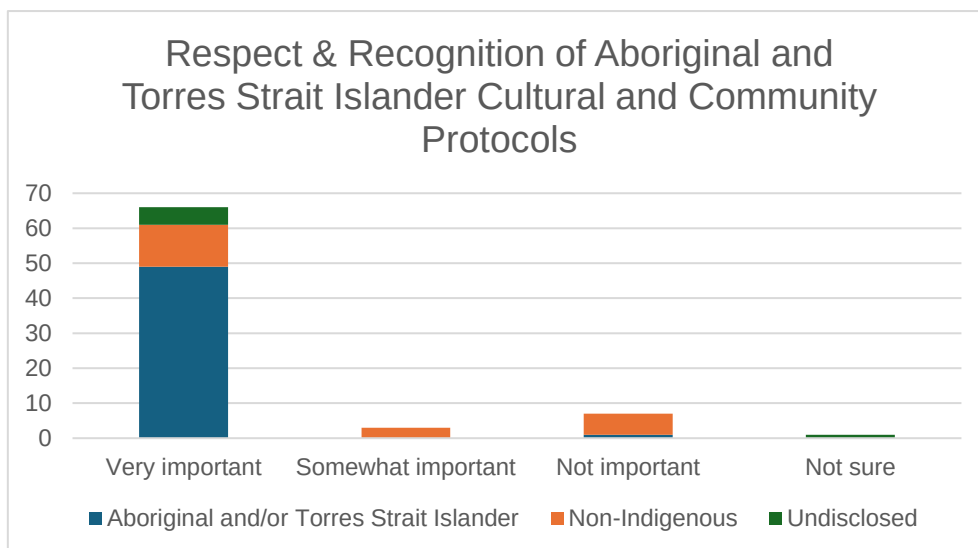
- All Aboriginal and Torres Strait Islander participants rated this as "Very important," underlining the critical need to address racism.
- Non-Indigenous responses varied, with some rating this as "Very important" and others indicating less importance.
- The Undisclosed group similarly placed this priority as "Very important," highlighting widespread support for anti-discrimination efforts.

4. Cultural awareness including training and action to increase knowledge and understanding of Aboriginal and Torres Strait Islander people, cultures and histories.



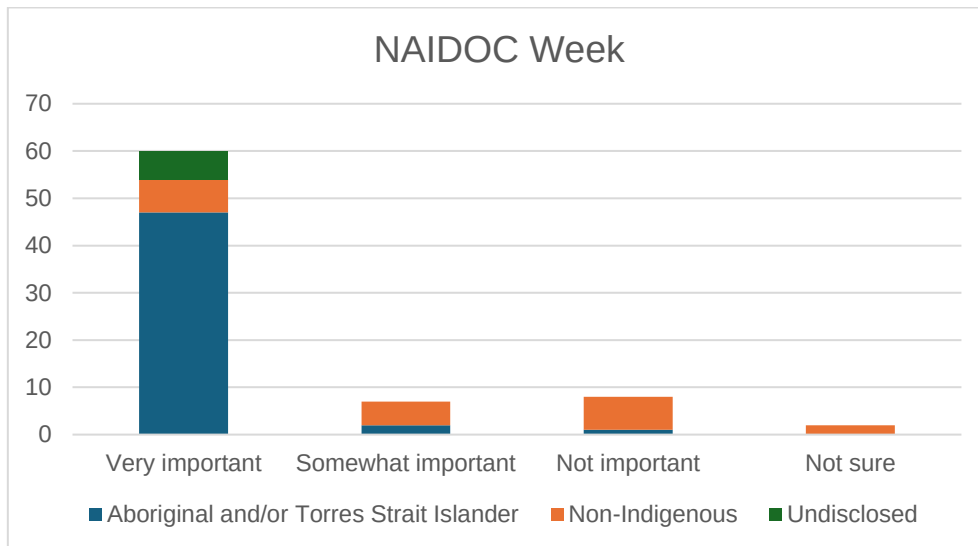
- Aboriginal and Torres Strait Islander participants consistently rated cultural awareness as "Very important," reflecting its importance in fostering understanding and respect.
- Non-Indigenous responses ranged from "Not important" to "Very important," with some indicating uncertainty or a lower level of engagement.
- Undisclosed participants predominantly marked this as "Very important."

5. Respect and recognition of Aboriginal and Torres Strait Islander cultural and community protocols.



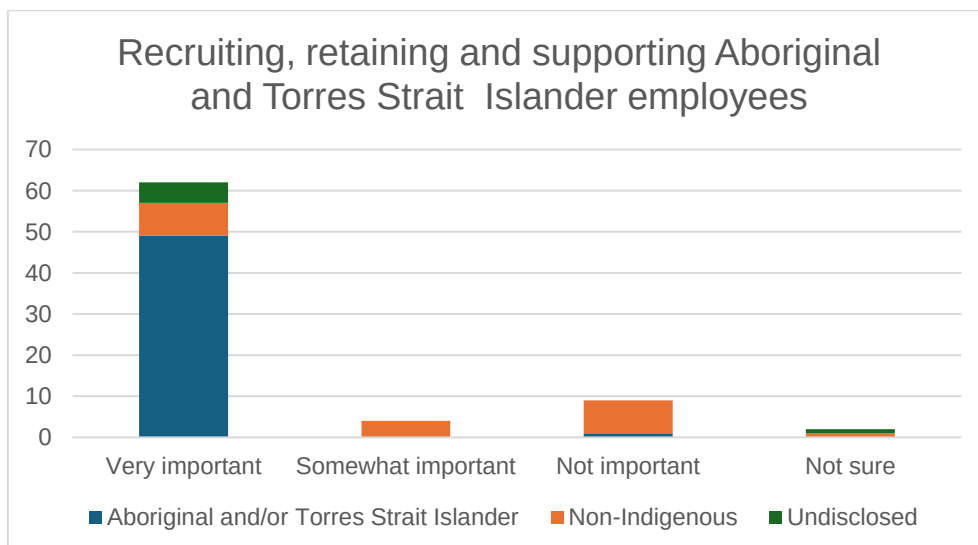
- Aboriginal and Torres Strait Islander respondents uniformly rated the recognition of cultural protocols as "Very important," emphasising the necessity of cultural respect in all settings.
- Non-Indigenous responses varied from "Not important" to "Very important," indicating differing views on the significance of cultural protocol recognition.
- The Undisclosed group also showed strong support for this priority, with most marking it as "Very important."

6. Supporting and participating in NAIDOC Week activities.



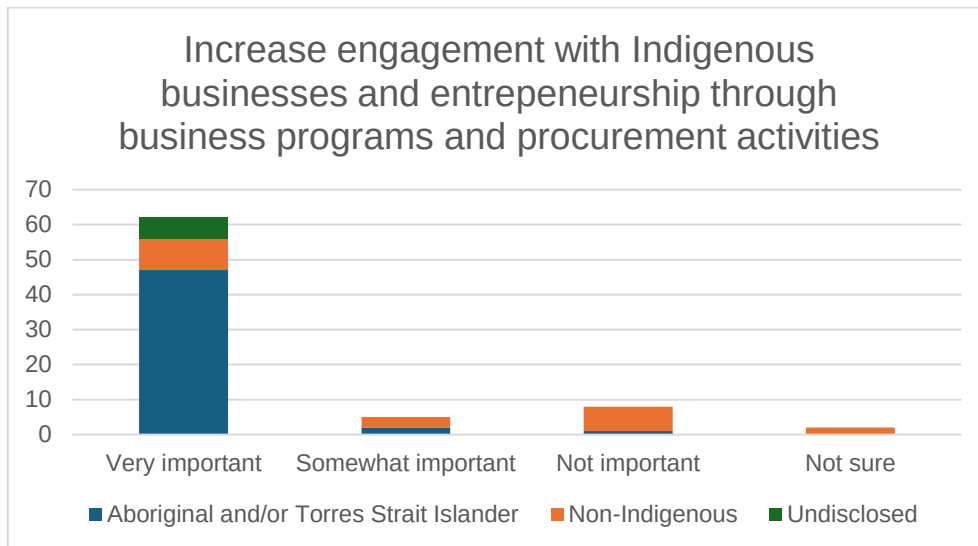
- This priority was seen as "Very important" by all Aboriginal and Torres Strait Islander respondents, highlighting the importance of NAIDOC Week activities in celebrating Indigenous culture.
- Non-Indigenous responses were varied, with some marking it as "Very important," while others indicated less certainty or importance.
- The Undisclosed group similarly showed strong support for this priority.

7. Recruiting, retaining and supporting Aboriginal and Torres Strait Islander employees.



- Aboriginal and Torres Strait Islander participants rated this priority as "Very important," reflecting a clear demand for increased employment opportunities and support for Indigenous employees.
- Non-Indigenous responses varied, with some marking it as "Not important" or "Somewhat important," suggesting that there may be room for further awareness and understanding.
- Undisclosed respondents overwhelmingly supported this priority, rating it as "Very important."

8. Increase engagement with Indigenous businesses and entrepreneurship through business programs and procurement activities.



- Aboriginal and Torres Strait Islander participants rated this area as "Very important," indicating strong support for fostering Indigenous entrepreneurship and business opportunities.
- Non-Indigenous responses varied, with some marking it as "Very important" while others rated it less highly.
- Undisclosed participants also placed high importance on this priority, reflecting support for Indigenous business engagement.



Attachment C

Stretch Reconciliation Action Plan Annual Report 2024



Annual report
December 2024

2024 Stretch RAP

We acknowledge the Gadigal of the Eora Nation
as the Traditional Custodians of our local area.



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Acknowledgement of Country

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 we celebrate the diversity of Aboriginal and Torres Strait Islander peoples and their ongoing cultures and connections to Country.

Introduction

The City of Sydney (the City) Stretch reconciliation action plan (RAP) requires annual public reporting to the Council of the City of Sydney and the City of Sydney Aboriginal and Torres Strait Islander Advisory Panel. This report highlights the progress of our Stretch RAP 2021–2024. It outlines a review of our commitments and the impact of the plan. This is the final annual report on the Stretch RAP 2020–2024.



bara by Judy Watson, is a monument to the Eora nation. Photo: Chris Southwood / City of Sydney

Our vision for reconciliation

Our vision for reconciliation is a Sydney that:

- values the living cultures of Aboriginal and Torres Strait Islander people
- embraces the truthful reflection of the history and experiences of First Nations people
- is dedicated to equity, opportunity and respect for Aboriginal and Torres Strait Islander communities.

In taking action, the City strives to reflect the needs and aspirations of Sydney’s First Nations communities and recognise their impact and contribution. We will listen to and elevate the voices of Aboriginal and Torres Strait Islander peoples.

Key targets

The City's Stretch RAP outlines a clear commitment to advancing reconciliation through strategic actions and measurable outcomes. This section highlights:

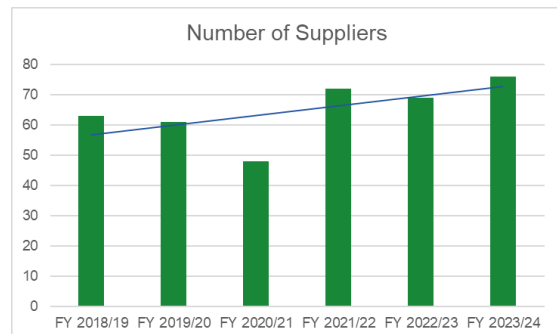
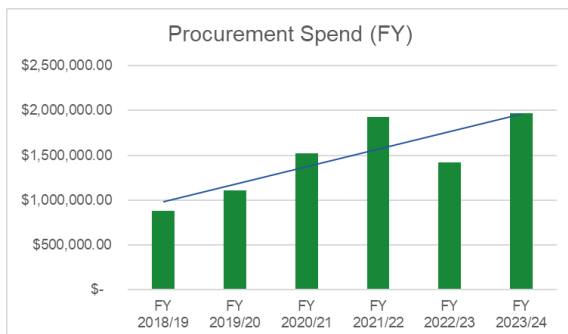
- areas important to Aboriginal and Torres Strait Islander communities
- the impact of our efforts to foster relationships, respect and opportunities with First Nations people.

Procurement

Our Stretch RAP focused on Aboriginal and Torres Strait Islander businesses, supporting economic empowerment and long-term sustainability. In 2023–24 we:

- spent \$1.96 million with Aboriginal and Torres Strait Islander businesses.
- engaged 76 Aboriginal and Torres Strait Islander suppliers.

This shows our commitment and continued investment in growing economic opportunities for Aboriginal and Torres Strait Islander businesses. We aim to contribute to long-term community growth and empowerment.



Grants

We allocated \$5 million in grants and sponsorships to Aboriginal and Torres Strait Islander led projects over the past 3 years, supporting:

- cultural programs
- social services
- community development.

In response to COVID-19 we issued community emergency quick response grants to 9 Aboriginal community-controlled organisations.

Grants covered:

- food support
- phone credit and data
- essential items
- cleaning products
- personal protective equipment

- low-cost laptops for home-schooling
- craft kits
- baby supplies.

In 2022 we established a new grant, the Aboriginal and Torres Strait Islander collaboration fund. The fund aims to support a strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector to deliver projects that meet the needs and aspirations of people in the local area.

We funded:

- First Nations Response – a self-determining, sustainable organisation supporting culturally appropriate and dignified food support to Aboriginal and Torres Strait Islander communities
- the Biyanga (Father) Project, which supports healing and empowerment with First Nations men in a culturally safe space
- the 2024 Coota Girls annual National Sorry Day, which commemorates Stolen Generations Survivors, their descendants, families and the broader public
- the STEM (Science, Technology, Engineering and Maths) skills program for local Aboriginal and Torres Strait Islander women, which develops tech expertise and drives awareness for technology and innovation in career pathways
- the Redfern All Blacks, Waterloo Storm and NXT GEN teams to participate in the 2024 NSW Aboriginal Rugby League Knockout
- the 2024 BlaQ Mardi Gras program of events to support LGBTIQA+SB community participation.

Workforce diversity and recruitment

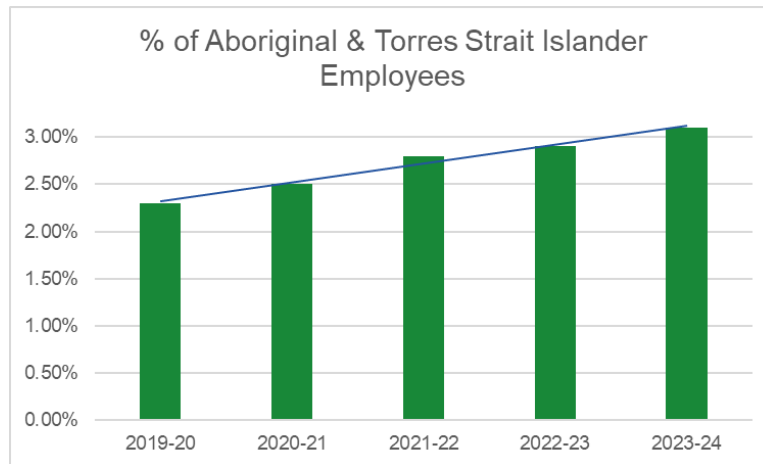
We commit to building a diverse and inclusive workforce that reflects the community it serves, with a focus on increasing Aboriginal and Torres Strait Islander representation and career progression.

- In 2024, Aboriginal and Torres Strait Islander employees made up 3.1% of the total City of Sydney workforce.
- We launched our Aboriginal and Torres Strait Islander workforce strategy during National Reconciliation Week (NRW) in June 2023. This strategy focuses on creating a welcoming and inclusive workplace for Aboriginal and Torres Strait Islander employees. It also aims to increase employment opportunities within the organisation.
- A continued focus on recruitment and retention has led to the development of leadership programs catered to Aboriginal and Torres Strait Islander employees.

We are improving access and reducing barriers for Aboriginal and Torres Strait Islander candidates to participate in job vacancy recruitment. This has included:

- dedicated recruitment open days
- assistance with job applications and previous employment capture
- consideration of job requirements
- assessing outcomes arising from criminal history checks.

By focusing on recruitment, retention and leadership development, we create pathways for Aboriginal and Torres Strait Islander employees to thrive and progress within the organisation.



Cultural learning and awareness

Cultural learning and professional development are essential to fostering an inclusive environment that respects and understands Aboriginal and Torres Strait Islander peoples and cultures. We have implemented several key initiatives to ensure employees are well-equipped to engage in reconciliation.

We developed the cultural awareness e-learning module. All employees are required to complete it as part of mandatory training. Since it began:

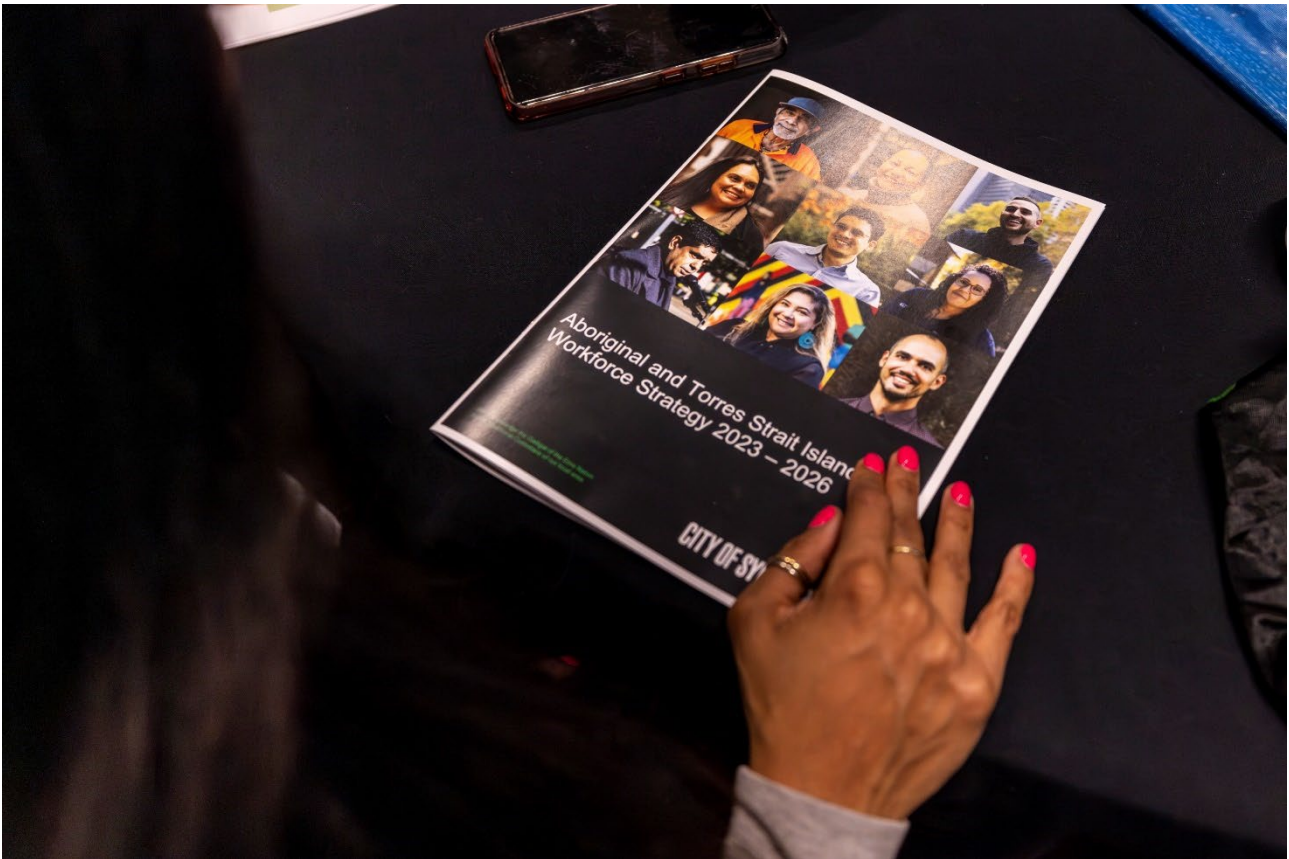
- 147 staff members have completed the module
- all employees will continue to complete this module in 2025.

In 2024, 60 senior managers participated in cultural safety training. This training enhances leadership understanding of:

- cultural issues
- how to foster an inclusive work environment.

These initiatives ensure our workforce is equipped with the cultural competency necessary to create a respectful and inclusive environment for all employees and community members.

We continue to have meaningful engagement with Aboriginal and Torres Strait Islander communities. We promote cultural awareness and participation through public events and community-focused initiatives.



Launch of the Aboriginal and Torres Strait Islander workforce strategy in 2023. Photo: Joseph Mayers

Highlights

From 2021 to 2024, the City has made significant strides in advancing reconciliation and fostering Aboriginal and Torres Strait Islander inclusion through our Stretch RAP. We focused on building meaningful relationships, promoting respect for First Nations people and cultures, creating economic and social opportunities, and ensuring strong governance to drive these efforts.

Relationships

Building and maintaining strong relationships with Aboriginal and Torres Strait Islander communities is at the core of our Stretch RAP, ensuring ongoing collaboration, trust and respect.



The opening of 119 Redfern Street in 2024. Photo: Joseph Mayers

Highlights

The City works consistently to deepen our relationships with Aboriginal and Torres Strait Islander communities. We foster collaboration, visibility, and engagement through our programs and initiatives.

- Since 2008 the City has convened the Aboriginal and Torres Strait Islander Advisory Panel. The panel meets at least 6 times per year and guides our projects, programs and policies.
- Each year we met with Metropolitan Local Aboriginal Land Council. Since August 2020 the Chairperson of Metropolitan Local Aboriginal Land Council has sat on the advisory panel.
- In 2023 we launched care and cultural leave, expanded our workplace flexibility program, introduced purchased leave and surveyed approximately 1,000 employees on workplace inclusion.
- We commissioned 2 media partnerships with Aboriginal and Torres Strait Islander content producers. This included a series of articles in the South Sydney Herald by Aboriginal and Torres Strait Islander people living and working on Gadigal land, curated by Aunty Norma Ingram, and Live from Redfern, a Koori Radio-produced studio session and community event featuring a different Aboriginal and Torres Strait Islander musician each month.
- In 2024 we opened 119 Redfern Street as the local Aboriginal knowledge and culture centre marking a significant milestone in strengthening relationships with the Aboriginal community. The centre serves as a vibrant hub for the local Aboriginal community, providing a platform for local artists and cultural programs such as workshops, exhibitions and yarning circles. It has become a key venue for community celebrations, advancing the City's reconciliation goals.

Respect

Respect for Aboriginal and Torres Strait Islander cultures, history and traditions is integral to the City's efforts, ensuring the community's heritage is acknowledged and celebrated.



Dennis Golding in front of his work, *Colouring Memory*, part of our creative hoardings program.
Photo: Phoebe Pratt / City of Sydney

Highlights:

We demonstrate respect for Aboriginal and Torres Strait Islander cultures continually through significant artworks, cultural events, and active community engagement. Through our activities we honour and celebrate Aboriginal and Torres Strait Islander contributions.

- In 2021 the Harbour Walk was renamed Yananurala, meaning 'go, walk on Country'. This is a walk that stretches 9km along the harbour foreshore incorporating Aboriginal stories and culture.
- The City has installed interpretive markers at 10 key moments along Yananurala as placeholders for future projects based on stories at these locations. The markers include the icon for the walk and a bara (shell hook). The stories are also in the Culture Walks app.
- During NRW 2021 we hosted a Wikipedia edit-a-thon focused on improving articles related to Aboriginal and Torres Strait Islander communities.
- Our site works program provides opportunities for artists to showcase their work on a large scale in very visible locations. In recent years it featured artworks by First Nations artists Lucy Simpson, Kent Morris, Dennis Golding and Suzy Evans.
- We introduced an Acknowledgement of Country on all email signatures and websites, including the City of Sydney News, What's On and City of Sydney Library.
- The installation and official launch of *bara*, the monument for the Eora by artist Judy Watson in 2022, was significant. It honours the heritage of the Gadigal people and shows our ongoing commitment to acknowledging and celebrating Aboriginal and Torres Strait Islander cultures through the Eora journey recognition in the public domain projects.
- Since 2021, we added a major new element to Sydney New Year's Eve (NYE). A First Nations creative consultant curates *Calling Country* which includes performers, a soundtrack and animations, and has featured Elders projected onto the pylons of Sydney Harbour Bridge to present the Welcome to Country.
- In 2023 we hosted events in support of the Voice to Parliament, including City Talks and free Walking Together workshops presented by Gomeroi woman, Nicole Laupepa and education expert, Jacqui Parker.
- In 2024, we started consultation for the Redfern Terrace project, curated by Hetti Perkins. The project will see the corner terrace on Hugo and Caroline Streets in Redfern transformed into a living museum, holding local stories and histories.
- We engaged Gadigal Information Services Aboriginal Corporation to produce the 2024 NAIDOC in the City event which involved a day and night event inside Sydney Town Hall with markets and a concert.
- We engaged First Nations businesses to deliver ecology workshops and events at City Farm. During the events, 145 community members took part in 8 cultural Bush Food Discovery tours led by contract Aboriginal educators in Sydney Park and Sydney City Farm.
- Aboriginal and Torres Strait Islander communities shared their history, heritage and culture through 8 library programs:
 - Aboriginal and Torres Strait Islander LGBTIQ+ poetry readings at Darling Square Library.
 - An Elders clay program at Redfern Community Centre.
 - An Aboriginal astronomy night and stargazing event at Green Square Library.
 - Reconciliation week choir events at Ultimo Community Centre and Green Square Library.

Opportunities

The City is committed to creating opportunities for Aboriginal and Torres Strait Islander peoples. We focus on economic growth, employment, and the support of First Nations businesses and communities.



NAIDOC in the City 2024. Photo: Joseph Mayers

Highlights:

The City continues to create meaningful opportunities for Aboriginal and Torres Strait Islander communities. We have increased engagement with First Nations businesses, performed targeted recruitment, and expanded cultural and community programs.

- In 2021 to celebrate Indigenous Business Month in October, we profiled First Nations businesses as part of a monthly business content series.
- We supported Aboriginal and Torres Strait Islander communities in various ways during the pandemic. Pop-up vaccination weekends for Aboriginal and Torres Strait Islander people were held at Northcott Community Centre. We set up a post-vaccination recovery space at Ward Park Surry Hills.
- In 2022 we continued to grow Aboriginal and Torres Strait Islander programs at the Redfern Community Centre. There were larger-scale events for NAIDOC and R U OK day. R U OK Day was held with local community and support from Tribal Warrior. The Indigenous Science Experience Community Day took place with 400 people attending. The centre continues to host the First Nations Response Group emergency food relief program.
- The draft design guide for Waterloo estate (south) includes ways to encourage the delivery of culturally appropriate housing for Aboriginal and Torres Strait Islander people with the estate's redevelopment. In our submission, we supported the department in retaining the requirements in the design guide. In August 2023, the Minister for Housing announced that at least 15% of all new social and affordable homes would be dedicated for Aboriginal and Torres Strait Islander people.
- Throughout each year, we present grants and sponsorship information to the community, including the NSW Indigenous Chamber of Commerce (ICC) at its Redfern Headquarters. We promote the program on Koori Radio and have ongoing question and answer sessions through other community and stakeholder networks. Koori Radio live reads also promote grant opportunities.

Governance

Strong governance ensures the effective implementation and accountability of the RAP. It promotes transparency and ongoing progress in achieving reconciliation outcomes.

Governance structures are essential in ensuring the RAP's success. We facilitate regular updates and continuous involvement of Aboriginal and Torres Strait Islander employees in decision-making.

- The RAP Working Group is governed by specific terms of reference and meets 4 times a year. It includes 25 senior managers from across our organisation. Of these members, 5 are Aboriginal or Torres Strait Islander employees.
- Quarterly RAP reports are given to the RAP Working Group through our standard reporting process.
- Quarterly meetings are open to all employees and provide updates on relevant projects.
- All employees get quarterly updates through intranet articles.
- We have set up several RAP sub-working groups for a collaborative approach to the RAP deliverables.
- We provide annual reports to the Aboriginal and Torres Strait Islander Advisory Panel and Council.
- We extended the Stretch RAP until November 2024, with a continued commitment to reporting and governance.



Corroboree Ground featuring Harbour Beizam at Yabun 2023. Photo: Joseph Mayers

Relationships

1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Stretch RAP item	Timeline	Responsibility	Status
1.1 Review and strengthen the Principles of Cooperation with Metropolitan Local Aboriginal Land Council to improve their implementation and awareness across the organisation.	November 2021	Manager Indigenous Leadership and Engagement	City of Sydney employees continue conversations to strengthen the relationship with Metropolitan Local Aboriginal Land Council. The review of the Principles of Cooperation has been carried forward to the next Stretch RAP.
1.2 Meet with the Metropolitan Local Aboriginal Land Council 4 times per year to discuss the implementation of the Principles of Cooperation.	November 2021 November 2022 November 2023 November 2024	Chief Executive Officer	Complete/ongoing – Our CEO met formally with the CEO of the Metropolitan Local Aboriginal Land Council 6 times during the reporting period. Since 2020 a representative of the Metropolitan Local Aboriginal Land Council has a designated seat on the Aboriginal and Torres Strait Islander Advisory Panel.
1.3 Meet with the Aboriginal and Torres Strait Islander Advisory Panel minimum 6 times per year to advise and influence City projects of importance to local Aboriginal and Torres Strait Islander communities.	June 2021 June 2022 June 2023	Chief Operating Officer Manager Indigenous Leadership and Engagement	Complete/ongoing – Meetings continue to be programmed and are very useful in receiving community feedback on issues and initiatives. There were 8 meetings with the Aboriginal and Torres Strait Islander Advisory Panel in the reporting period.
1.4 Increase engagement of the Aboriginal and Torres Strait Islander Advisory Panel through: accessibility of meetings, through location and technology	June 2021 June 2022 June 2023	Manager Indigenous Leadership and Engagement	Complete/ongoing – Dedicated workshops have balanced in-person and online engagement approaches. Employees are supported to present to the panel when preparing meeting papers and presentations. Panel members are influencing the format of meetings, the agenda is developed

Stretch RAP item	Timeline	Responsibility	Status
- identifying the panel's items of interest that include community feedback and priorities - participation in working groups - supporting City staff to present effectively at panel meetings - demonstrated influence on a range of projects.			in collaboration with co-chairs, and co-chairs are supported to develop capacity to enhance meetings. The Aboriginal and Torres Strait Islander Advisory Panel provides the following support: - Advising on the needs of Aboriginal and Torres Strait Islander communities within the City. - Guiding the development of long-term strategic plans like Sustainable Sydney 2030–2050 and the RAP. - Promoting cultural understanding and appreciation of Aboriginal and Torres Strait Islander cultures. - Offering guidance on events celebrating Aboriginal and Torres Strait Islander histories and cultures. - Influencing policies on economic development, First Nations employment, and supporting Aboriginal businesses. - Supporting reconciliation initiatives and fostering stronger community relationships. - Reviewing and recommending updates to the City's Aboriginal and Torres Strait Islander cultural protocols.
1.5 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	September 2021 September 2022 September 2023	Manager Indigenous Leadership and Engagement	Complete/ongoing – Employees meet regularly with Aboriginal and Torres Strait Islander organisations and individuals. This includes meetings with the Metropolitan Local Aboriginal Land Council, Inner Sydney Aboriginal Interagency Network and others. Employees also meet regularly in relation to grants, procurement, consultation and partnerships with Aboriginal and Torres Strait Islander stakeholders.
1.6 Establish and maintain 5 formal 2-way partnerships with Aboriginal and	November 2022 November 2024	Manager Indigenous Leadership and Engagement	We maintained our formal partnership: the Principles of Cooperation with the Metropolitan Local Aboriginal Land Council. We have many informal partnerships and will

Stretch RAP item	Timeline	Responsibility	Status
Torres Strait Islander communities or organisations.			further explore opportunities to establish formal relationships. This action is relevant to the National Agreement on Closing the Gap, specifically priority reform number one: formal partnerships and shared decision-making.

2. Engage Aboriginal and Torres Strait Islander communities in the City's projects and decision-making process.

Stretch RAP item	Timeline	Responsibility	Status
2.1 Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders in line with the City's Community Engagement Principles.	November 2021	Manager Strategic Engagement and Community Relations	The community engagement strategy 2025 includes an updated Acknowledgement of Country and chapters that address how we work with Aboriginal and Torres Strait Islander stakeholders in line with our engagement principles. The City's engagement reporting captures consultations that target Aboriginal and Torres Strait Islander communities. Recent examples include consultation on our updated Stretch RAP and Redfern neighbourhood vision and plan including the design of Hugo St Reserve, Yellowmunde Park and Redfern Community Centre Park.
2.2 Develop a framework for engaging children and young people that supports the participation of Aboriginal and Torres Strait Islander young people in the City's decision-making processes.	June 2023	Manager Strategic Engagement and Community Relations	Complete – our community engagement strategy includes chapters that address how we engage with children and young people and Aboriginal and Torres Strait Islander stakeholders. Our reporting captures projects with targeted consultations with Aboriginal and Torres Strait Islander communities and with children and young people.
2.3 Ensure First Nations consultation and feedback is included in the development of the Sustainable Sydney 2030–2050 Vision and Community Strategic Plan.	June 2022	Executive Manager Strategic Outcomes	Complete – The community strategic plan is being reviewed and updated in 2025. The updates are being informed by Aboriginal and Torres Strait Islander community feedback on key consultations from 2022 to 2024. Key consultations include the resilience strategy, the

Stretch RAP item	Timeline	Responsibility	Status
			cultural strategy, the economic development strategy, and the Redfern neighbourhood vision. In addition, the Aboriginal and Torres Strait Islander Advisory Panel is engaged to share their priorities and areas of focus over this period.
2.4 Develop, maintain and promote an internal database of Aboriginal and Torres Strait Islander networks and organisations for procurement, engagement, consultation and expressions of interest opportunities.	September 2022 November 2024	Manager Indigenous Leadership and Engagement	We update and maintain databases across various areas of work to ensure we reach local Aboriginal and Torres Strait Islander networks.

3. Contribute to and strengthen networks within the local government sector to promote reconciliation.

Stretch RAP item	Timeline	Responsibility	Status
3.1 Participate in the annual NSW Local Government Aboriginal Network (LGAN) conference.	October 2021 October 2022 October 2023 November 2024	Manager Indigenous Leadership and Engagement	City of Sydney representatives attend the online LGAN meetings.
3.2 Host the NSW LGAN conference.	October 2023 November 2024	Manager Indigenous Leadership and Engagement	City of Sydney representatives attend the online LGAN meetings.

4. Promote reconciliation through our sphere of influence.

Stretch RAP item	Timeline	Responsibility	Status
4.1 Engage all staff in the RAP by working with relevant senior managers to drive reconciliation outcomes through quarterly updates at internal staff meetings including senior managers	September 2021 September 2022 September 2023 September 2024	Chair, RAP Working Group	RAP co-chairs provided an update at the July senior managers meeting.

2024 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
meetings and at toolbox talks in City depots.			
4.2 Host 2 internal RAP events each year. These will focus on the 4 pillars of the RAP: relationships, respect, opportunities and governance. These will be a variety of types such as guest speakers, film screenings and panel discussions, and located at different staff sites.	June 2021 June 2022 June 2023 June 2024	Chair, RAP Working Group	Complete – In 2024, a group from the Aboriginal and Torres Strait Islander employee network coordinated 3 internal NAIDOC Week events including 2 screenings of the film <i>The Redfern Story</i> and a barbeque (BBQ) for staff at the depot.
4.3 Communicate our commitment to reconciliation publicly.	June 2021 June 2022 June 2023	Chief Marketing & Communications Officer	We have communicated our longstanding commitment to reconciliation extensively across our internal and external communications channels over the past 12 months. Highlights include: • our campaign for NRW, which aimed to raise awareness of the theme – now more than ever – and drive attendance to NRW events happening in our area • creating an NRW program page with event listings on What's On, articles on City of Sydney News, internal communications content, social media posts and the use of our QMS communications pylons.
4.4 Ensure that procurement contracts include relevant clauses to strengthen and drive reconciliation outcomes.	June 2022 November 2024	Chief Procurement Officer	Complete – An intellectual property protection clause for Aboriginal and Torres Strait Islander suppliers is available for use in contracts as required. Further development of relevant contract clauses will be undertaken where required as contract precedents are reviewed and redesigned.
4.5 Ensure that grants and sponsorship contracts include relevant clauses to strengthen and drive reconciliation outcomes.	June 2022	Manager, Grants	Complete – Applicants must now answer in the performance criteria section of all grants and sponsorship contracts a set standard performance measures about Aboriginal and Torres Strait Islander community-controlled organisations and people.

Stretch RAP item	Timeline	Responsibility	Status
			Since the summer round 2023/24, grant applicants need to report in their acquittal to evaluate the success of the project on these 3 categories, regardless of the specific project outcomes nominated by the applicant: • Number of Aboriginal and/or Torres Strait Islander people employed. • Number of Aboriginal and/or Torres Strait Islander community-controlled organisations and local businesses procured. • Number of partnering Aboriginal and/or Torres Strait Islander community-controlled organisations and local businesses.
4.6 Embed the voices of Aboriginal and Torres Strait Islander people across a range of channels by representing their stories authentically, as guided by the strategic communications plan.	September 2021 September 2022 September 2023 November 2024	Chief Marketing & Communications Officer	Complete – We are committed to representing Aboriginal and Torres Strait Islander people authentically and telling their stories, in their voices, across the City’s channels. Highlights over the past 12 months: • Our communications campaign for the opening of 119 Redfern Street prominently featured Aboriginal and Torres Strait Islander voices, including in the media release and subsequent media interviews. Koori Radio broadcast live from the opening event, interviewing attendees throughout the day. Speakers, programming and photography at the event centred on the local Aboriginal community. • We promoted the 20th birthday of Redfern Community Centre, showcasing the important role of the centre and local community members in Sydney’s recent Aboriginal history. • The 9pm <i>Calling Country</i> fireworks display was part of the Sydney NYE celebration. The Aboriginal and Torres Strait Islander creatives involved in bringing this display to life, including musician Nooky and social enterprise We Are

2024 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			Warriors, featured across content published on City of Sydney channels and was promoted to the media. Nooky (and his young daughters) also appeared at the NYE media launch and in a variety of other media opportunities, ensuring Aboriginal voices were a central part of the story about this event.
4.7 Use the City's outdoor media network a minimum of 2 times throughout the year to Acknowledge Country and feature an Aboriginal and/or Torres Strait Islander artwork.	September 2021 September 2022 September 2023 November 2024	Chief Marketing & Communications Officer	Complete – <i>Jagun</i> by Kim Healy first featured on community screens on the QMS network during NRW in May 2023. It was featured on 131 screens and appeared more than 1 million times during the week. Since then, the Acknowledgement of Country artwork remains a prominent feature on the screens as part of our permanent evergreen content collection.
4.8 Collaborate with 10 RAP and other likeminded organisations to implement ways to advance reconciliation.	November 2023 November 2024	Chief Operating Officer	Collaboration and information sharing with organisations is continuing.
4.9 Consult the Aboriginal and Torres Strait Islander community about the Uluru Statement from the Heart to identify appropriate ways to support their aspirations.	September 2023	Manager Indigenous Leadership and Engagement	Complete – In May 2023, Council resolved to support a Yes vote in the Voice to Parliament referendum through a program of information, awareness, communications, events and community support. In June 2023 the Aboriginal and Torres Strait Islander Advisory Panel agreed to a public statement on their varied positions in relation to the referendum for a Voice to Parliament.

5. Build relationships through celebrating NRW.

Stretch RAP item	Timeline	Responsibility	Status
5.1 Organise 2 internal NRW events, including at least one organisation-wide NRW event, each year.	May 2021 May 2022 May 2023 May 2024	Chair, RAP Working Group	In 2024, a hybrid event was held at Town Hall House with a live audience of 100 employees and more than 300 watching online. 2 guest speakers from University of Technology Sydney Jumbunna spoke about First Nations data sovereignty. The event also focused on the NRW theme – now more than ever – and featured a short video of staff sharing their views on the theme following the 2023 referendum result.
5.2 Partner with community groups to hold one public annual NRW event.	May 2021 May 2022 May 2023	Manager Social City	Complete/ongoing – In 2024, the City of Sydney has continued its strong partnerships with several Aboriginal community organisations to promote cultural awareness, reconciliation, and support for First Nations people within the scope of NRW and beyond. Some key examples: • WugulOra Morning Ceremony: This ceremony, held as part of Sydney's Annual NAIDOC Week celebrations, is a prime example of the City's collaboration with Aboriginal groups. It is a public celebration of Aboriginal cultural heritage featuring traditional ceremonies, performances, and cultural activities. • Redfern and Waterloo Aboriginal communities: The City has worked closely with local Aboriginal groups in Redfern and Waterloo to support health, education, and employment initiatives that help improve social and economic outcomes for Aboriginal people in these areas. • The Aboriginal and Torres Strait Islander Advisory Panel, Gadigal Information Services and the La Perouse Local Aboriginal Land Council. For 2025, we are planning a large-scale NRW event that will see extensive collaboration with numerous community

Stretch RAP item	Timeline	Responsibility	Status
			organisations within the Redfern area and the broader Sydney Local Government Area. This event will be a key highlight for NRW, building on past successes and deepening our engagement with Aboriginal communities.
5.3 Circulate Reconciliation Australia's NRW resources and reconciliation materials for internal communications purposes.	May 2021 May 2022 May 2023	Manager Corporate Communications	Our NRW event was promoted internally through our news articles, posters, event support and emails. Internal communications supported truth-telling with an article about the history of the Cootamundra Domestic Training Home for Aboriginal Girls. This was promoted both internally and externally on City of Sydney News.
5.4 RAP Working Group members participate in 2 external NRW events each year.	May 2021 May 2022 May 2023 May 2024	Chair, RAP Working Group	The RAP Working Group was provided with a list of external events to attend in the weeks leading up to the event – 6 RAP Working Group members recorded attending 2 external events in 2024.
5.5 Encourage and support staff and senior leaders to participate in one external event to recognise and celebrate NRW.	May 2021 May 2022 May 2023	Chair, RAP Working Group	Complete/ongoing – Information about external NRW events was provided to senior leaders and all employees who were encouraged to attend and participate.
5.6 Register all City of Sydney events during NRW on Reconciliation Australia's website.	May 2021 May 2022 May 2023	Chief Marketing & Communications Officer	We used What's On to showcase community events, along with City of Sydney NRW events. We hosted 2 NRW events: a talk with Auntie Brenda Matthews at Redfern Community Centre and a Barayagal Choir performance at Ultimo Community Centre. All City of Sydney events during NRW were registered on Reconciliation Australia's website.
5.7 Collaborate with Reconciliation Australia to fly NRW street banners.	May 2021 May 2022 May 2023 May 2024	Executive Manager Creative City	Reconciliation Australia did not run a banner campaign in 2024. We will continue discussions about a 2025 campaign and will find sustainable solutions to continue promoting NRW through street banners while managing budget limitations.

6. Promote positive race relations through anti-discrimination strategies.

Stretch RAP item	Timeline	Responsibility	Status
6.1 Continuously improve human resources (HR) policies and procedures concerned with antidiscrimination.	November 2021 November 2022 November 2023 November 2024	Director People, Performance and Technology Chief People and Culture	Complete – We launched several new HR programs and procedures including care and cultural leave, expanding our workplace flexibility program, and introducing the purchase leave scheme. We convened an anti-racism working group and commenced work on an anti-racism framework for the organisation.
6.2 Engage with Aboriginal and Torres Strait Islander staff and the Aboriginal and Torres Strait Islander Advisory Panel to continuously improve our antidiscrimination policy.	November 2023 November 2024	Director People, Performance and Technology Chief People and Culture	The anti-discrimination policy will be reviewed by Aboriginal and Torres Strait Islander employees and the Aboriginal and Torres Strait Islander Advisory Panel as part of the broader work to establish the City's anti-racism framework. The working group will develop a review process that ensures Aboriginal and Torres Strait Islander views, experiences and voices are reflected in the policy.
6.3 Implement and communicate an antidiscrimination policy for our organisation.	November 2023 November 2024	Director People, Performance and Technology Chief People and Culture	The City of Sydney has had an equal employment opportunity and antidiscrimination policy for the past 2 years. A revision of this policy is due to be completed. An employee representative working group has been created to develop a framework for how the City will lead anti-discrimination. The working group includes 2 executive members, 2 Aboriginal and Torres Strait Islander members, 2 multicultural employee network members, 2 representatives from people and culture and work health safety and wellbeing.
6.4 Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	November 2023 November 2024	Manager Learning and Development	Executives and senior managers have undertaken training in cultural safety. While this training has a focus on Aboriginal and Torres Strait Islander people, the principles of cultural safety apply globally. This training has a strong

Stretch RAP item	Timeline	Responsibility	Status
			focus on anti-racism. The City is also developing an anti-racism framework that will provide direction for anti-racism training across the organisation.
6.5 Senior leaders to publicly support antidiscrimination campaigns, initiatives, or stances against racism.	November 2022	Director People, Performance and Technology Chair, RAP Working Group	Complete – In May 2023 Council unanimously resolved to strengthen commitments to address systemic and institutional racism across the workplace. The City has publicly supported the #Racism NOT welcome campaign in the community.
6.6 Host a relevant film screening for staff and facilitate a discussion following the film about race relations and anti-discrimination.	November 2021	Chair, RAP Working Group	Complete – <i>The Redfern Story</i> was screened twice in 2024 at different work locations.

Respect

7. Recognise Aboriginal and Torres Strait Islander histories, cultures and achievements in Sydney through the Eora Journey: Recognition in the Public Domain.

Stretch RAP item	Timeline	Responsibility	Status
7.1 Install and launch <i>bara</i> , the monument for the Eora, at the Tarpeian Way to honour and celebrate the Traditional Custodians of Sydney, the Gadigal of the Eora Nation, and continue to incorporate community engagement for any bara-focused activities.	January 2022	City Design Director	Complete – <i>bara</i> , the monument for the Eora by artist Judy Watson was launched on 28 May 2022 with a community celebration on the Tarpeian Lawn above Dubbagullee/ Bennelong Point. The event was shaped by the community through consultation.
7.2 Select an artist or artist team for Stage 2 of the Redfern Terrace project to provide opportunities for artists working with community members to share stories of Redfern and the Block.	September 2023 November 2024	City Design Director	Stage 2 of the Redfern Terrace project, originally curated by Hetti Perkins, and now Emily McDaniel as part of the Eora journey: recognition in the public domain program is linked to the Redfern neighbourhood parks project. The project will see the corner terrace on Hugo and Caroline Streets, Redfern, transformed into a living museum as a repository for local stories and histories. Consultation for the parks project was completed in 2023. Following an open expression of interest (EOI) in 2024, 5 artist teams have been shortlisted to further refine their ideas for the terrace as part of a select tender process.
7.3 Develop a Redfern Community Centre precinct plan that respectfully incorporates Aboriginal cultural	November 2023 November 2024	City Design Director	Redfern Community Centre precinct is the focus of a neighbourhood public domain planning and community engagement process to inform upgrades to Redfern Community Centre Park, Yellomundee Reserve, and Hugo Street Reserve, as well as street improvements. Community

Stretch RAP item	Timeline	Responsibility	Status
knowledge in the Redfern Community Centre precinct.			and stakeholder engagement activities were carried out in 2022 and 2023 on updated concept plans in response to community feedback.
7.4 Implement the Harbour Walk from Woolloomooloo Bay to the Maritime Museum incorporating Aboriginal stories and culture through events, public art, and interpretation and support for Aboriginal business and cultural practitioners through the City's procurement target and economic development strategy.	November 2023 November 2024	City Design Director	Originally part of the Eora journey: recognition in the public domain program of 7 public artworks, curated by Hetti Perkins, to recognise and celebrate Aboriginal culture and stories in the public domain, Yananurala (walking on Country) is the new name for the harbour walk curated by Emily McDaniel being developed in partnership with the Metropolitan Local Aboriginal Land Council, Placemaking NSW and cultural institutions. Envisaged as a walk that stretches 9km along the harbour foreshore incorporating Aboriginal stories and culture, the City has begun the project by installing interpretive markers at 10 key moments along the walk as placeholders for future projects based on stories at these locations. The markers include the icon for the walk and a bara (shell hook), and the stories have also been included in the Culture Walks app to encourage people to walk Country. Lucy Simpson has been selected to develop their concept for the sitelines and conversations project and consultation is underway for the project at Tara (Dawes Point) to honour Patyegarang, the young Aboriginal woman who gifted the Sydney language to William Dawes who recorded it in his notebooks for future generations. Procurement for all Yananurala projects supports Aboriginal artists and businesses.
7.5 Implement the concept of designing with Country, including a specific focus on Aboriginal and Torres Strait Islander artists and cultural expression.	November 2023 November 2024	City Design Director	This project is underway and is budgeted. Given its complexity and need for partnership with relevant stakeholders, the project methodology is being refined.

8. Promote cultural knowledge and understanding by establishing a local Aboriginal knowledge and culture centre.

Stretch RAP item	Timeline	Responsibility	Status
8.1 Consult Aboriginal and Torres Strait Islander community and stakeholders and conduct needs analysis to plan for the future use of the local Aboriginal knowledge and culture centre.	September 2021	Manager Indigenous Leadership and Engagement	Complete – The community consultation report and needs analysis are now complete. The Aboriginal and Torres Strait Islander Advisory Panel has reviewed and discussed the findings. This will guide the City's support and its role in the community's use of 119 Redfern Street.
8.2 Support the community's aspirations for the future use of the local Aboriginal knowledge and culture centre in Redfern at 119 Redfern Street.	September 2023 November 2024	Manager Indigenous Leadership and Engagement	119 Redfern Street was officially opened on Saturday 11 May 2024. Staff are working with the Aboriginal and Torres Strait Islander community to develop and deliver programs from the space that meet community need.
8.3 Continue to advocate for a national First Nations National Cultural Centre in Sydney by making submissions to state and federal government and through redevelopment opportunities as they arise.	September 2023 November 2024	Chief Operating Officer	NSW Government has advised that the Cutaway at Barangaroo will not be a First Nations Cultural Centre.

9. Celebrate and share Aboriginal and Torres Strait Islander cultures through the City's Major Events and Festivals program including an annual significant event.

Stretch RAP item	Timeline	Responsibility	Status
9.1 Work with the Aboriginal and Torres Strait Islander Advisory Panel to evolve the annual NAIDOC in the City event to increase its significance as a celebration of Aboriginal and Torres Strait Islander cultures and develop key indicators to measure the increase.	February 2021 November 2024	Director City Life	In July 2024, our contractor Gadigal Information Services Aboriginal Corporation produced the 2024 NAIDOC in the City event. City staff presented the event concept for feedback to the Aboriginal and Torres Strait Islander Advisory Panel in May.
9.2 Provide opportunities for community participation in a significant event	September 2023 November 2024	Executive Manager Creative City	Gadigal Information Services presented a day and night event in Sydney Town Hall on 10 July 2024. The event

Stretch RAP item	Timeline	Responsibility	Status
celebrating Aboriginal and Torres Strait Islander cultures.			included markets and performers during the day, while the concert that evening featured Barkaa, Loren Ryan, Jarrod Hickling, JK47, Isaac Compton, Western Sound band and Riah.
9.3 Ensure all City major events and festivals include a diverse range of Indigenous procurement in the supply chain. Major events and festivals to ensure Indigenous business and media networks receive procurement opportunities including quotes and expressions of interest.	September 2023 November 2024	Executive Manager Creative City	The City has engaged Aboriginal and Torres Strait Islander owned organisations to provide services for major events and festivals and will continue to seek opportunities. The annual NAIDOC in the City event is produced through the engagement of a local Aboriginal and Torres Strait Islander organisation. Gadigal Information Services produced the 2024 event with First Nations suppliers, creatives, artists and local businesses. Aboriginal owned organisation Boomerang Batteries has been engaged to provide table and chair services at City of Sydney venues and Sydney Streets events. Aboriginal and Torres Strait Islander enterprises We Are Warriors and Tribal Warrior produce elements of Sydney NYE 2024 to increase the recognition and acknowledgement of Aboriginal and Torres Strait Islander cultures.
9.4 Increase acknowledgement of Aboriginal and Torres Strait Islander cultures through the City's Major Events and Festivals program. Major events and festivals to work with an Indigenous consultant to introduce a performative element to Welcome to Country ceremonies including Christmas, Sydney Lunar Festival and other events where appropriate.	December 2021	Executive Manager Creative City	Compete/ongoing – Employees continue to work to increase the acknowledgement of Aboriginal and Torres Strait Islander cultures through the City's program of major events and festivals. Aboriginal and Torres Strait Islander social enterprise We Are Warriors were engaged to deliver the 9pm <i>Calling Country</i> fireworks display with the City for the 2023 and 2024 NYE events, with an option to extend for the 2025 event. We Are Warriors also produced a video of the Welcome to Country featuring an Elder from the Metropolitan Local Aboriginal Land Council, which was played as part of the ABC

Stretch RAP item	Timeline	Responsibility	Status
			broadcast and was projected on the Sydney Harbour Bridge pylons at the start of the NYE event. The City has engaged Metropolitan Local Aboriginal Land Council to present a Welcome to Country at official openings of all events, including Sydney Christmas, Sydney Lunar Festival and capital works project launches. The City is working to increase the recognition of Aboriginal and Torres Strait Islander cultures within the Sydney Lunar Festival and Sydney Christmas programs.
9.5 Build capacity by engaging 3 Aboriginal and Torres Strait Islander interns through the major events and festivals program.	July 2023 November 2024	Executive Manager Creative City	Major events and festivals will continue to look to engage Aboriginal and Torres Strait Islander interns for its 2024–2025 event season. These paid roles will work with the production team and programming teams, which includes support for the Sydney NYE <i>Calling Country</i> component. The roles are intending to start late November 2024 through to early January 2025 and will be promoted through the City's usual channels, internally, and through targeted channels.

10. Acknowledge Aboriginal and Torres Strait Islander cultures and histories throughout the City.

Stretch RAP item	Timeline	Responsibility	Status
10.1 Implement the City's naming policy to better acknowledge Aboriginal and Torres Strait Islander cultures and histories.	September 2021	Manager Culture and Creativity	Complete/ongoing – The Naming Policy was updated in 2023 in consultation with Metropolitan Local Aboriginal Land Council and the City's Aboriginal and Torres Strait Islander Advisory Panel. The policy explains when and how local Aboriginal language can be used in place naming. Aboriginal naming projects in 2024–25 include Ngamuru Avenue, Wiriyagan Place, Daranggara Park and Ngana Gili Plaza. Future naming opportunities include new developments at Danks Street South and 55 Pitt Street.

Stretch RAP item	Timeline	Responsibility	Status
			Interpretive signage explaining the word's meaning and a pronunciation guide will be provided.
10.2 All physical park signage upgrades will include an acknowledgement 'You are on Gadigal Country' and bujari gamarruwa ('good day' in the Sydney Aboriginal language). Approximately 33% of parks have been upgraded including Hyde Park, Victoria Park, Redfern Park, Pirrama Park and Sydney Park.	November 2023 November 2024	Manager City Greening and Leisure	Park signage audits are now complete, and a program has been developed to upgrade park signage. The upgrades will include an acknowledgement 'You are on Gadigal Country' and bujari gamarruwa ('good day' in the Sydney Aboriginal language). So far, 443 have been upgraded to include the acknowledgment with a further 155 to be completed when the park signage requires upgrading.
10.3 Include a minimum of 2 Aboriginal ecology workshops or tours at all urban ecology events and in the annual urban ecology workshop series that connect residents to a cultural learning experience.	June 2021 June 2022 June 2023 July 2024	Manager City Greening and Leisure	Delivery of workshops and events led by Aboriginal owned businesses as part of the City's community greening programs (urban ecology and City Farm) is ongoing. Target has been exceeded for the year with 145 community members taking part in 8 cultural Bush Food Discovery tours led by contract Aboriginal educators in Sydney Park and Sydney City Farm.

11. Increase knowledge within the broader community of the history, heritage, cultures and social values of the Aboriginal and Torres Strait Islander communities of Sydney.

Stretch RAP item	Timeline	Responsibility	Status
11.1 Continue to undertake historic research and promote histories on the Sydney Barani website.	June 2021	Manager Culture and Creativity	The Barani website continues to be promoted in relevant media releases, in City News articles and on hoardings. There were 177,371 page views of the Barani website across the year and 18 news stories were published on the Barani website featuring exhibitions and talks at the Museum of Sydney, Powerhouse and State Library of NSW. The History Team continues to update the biographies of the website's First Nations authors.

Stretch RAP item	Timeline	Responsibility	Status
11.2 Review the Barani Barrabugu brochure (content and format) and consult with the City's Aboriginal and Torres Strait Islander Advisory Panel.	November 2021 November 2024	Manager Culture and Creativity	Complete - The review of the Barani website, and the associated Barani Barrabugu booklet, to consider achievements, strengths, gaps and opportunities, is complete. There are 12 recommendations for the website's future directions, including content, design, and associated collateral such as the Barani Barrabugu booklet. Next steps will include transferring the site to a new platform and presenting recommendations to the Aboriginal and Torres Strait Islander Advisory Panel.
11.3 Promote walks from the Barani Barrabugu booklet available in the Sydney Culture Walks app.	June 2021	Manager Culture and Creativity	Complete – An update to the Sydney Culture Walks app has enabled thematic guides in addition to self-guided walks. The City implemented 64 points of interest from the Barani Barrabugu booklet as a new guide to supplement the 2 self-guided walks: Barani Warrane and Barani Redfern. This new guide was published in time for NRW and is the feature walk within the app.
11.4 Provide opportunities to share Aboriginal and Torres Strait Islander cultures through our community programs and services. This will be achieved through relevant programming including at community centres to be delivered with the community and by working with appropriate community members. This includes an annual program of community events for days of cultural significance and will also include offering free Aboriginal and Torres Strait Islander cultural awareness training for community and not-for-profit organisations.	June 2022 November 2024	Manager Social City	A range of programs and events were held across community centres, venues for hire and other spaces. Examples include Paint the Town Read and early literacy community development program led by Aboriginal Elders and services developed in partnership with 119 Redfern Street. A series of talks held at the 180 George Street community space. Talks were provided by an Aboriginal Elder who discussed astronomy, Country, culture and protocols. The Glebe NAIDOC Week event at Glebe Public School was also supported. Redfern Community Centre held a NAIDOC Week event and supported a number of community led events in the centre.

Stretch RAP item	Timeline	Responsibility	Status
11.5 In consultation with Aboriginal and Torres Strait Islander communities, develop the Koori Collection and library engagement with First Nations cultures and communities.	June 2022 November 2024	Manager Libraries and Learning	Libraries continue building relationships through our outreach program including: • pop-up at NAIDOC in the City and Glebe Public School NAIDOC Week events • 6 themed storytime sessions using <i>Finding Our Heart</i> • Redfern Community Centre open days and 20th anniversary • Glebe and Woolloomooloo community BBQs • Summer on the Green at Waterloo • Sydney Streets at Redfern • delivery of curated collection to Redfern after school care and Plunkett Street School Woolloomooloo (fortnightly) • regular digital literacy drop-in sessions at Redfern Community Centre • library visits by Redfern occasional care to Waterloo branch. Libraries and Learning is working with an Aboriginal consultant to review the current Koori collection and ensure it is relevant and engaging with our community.
11.6 Develop communication standards within the City's strategic communications plan, to guide the meaningful representation of Aboriginal and Torres Strait Islander people across the City's internal and external marketing communications material.	September 2021 November 2024	Chief Marketing and Communications Officer	Our communications approach captures and prioritises projects, programs, events and opportunities involving and supporting meaningful representation of Aboriginal and Torres Strait Islander people. Our audience insight's function helps us better understand, reach and engage with this audience group across our communications channels, in consultation with employees and the community. Internally, we continue to promote Aboriginal and Torres Strait Islander colleagues in their work and passions.

Stretch RAP item	Timeline	Responsibility	Status
11.7 Ensure cultural programming is developed and delivered with Aboriginal and Torres Strait Islander communities to share their history, heritage, cultures and social values within City operated cultural venues including libraries.	September 2021 September 2022 September 2023 November 2024	Manager Cultural Venues and Programs	We developed and delivered 8 programs with Aboriginal and Torres Strait Islander communities that shared their history, heritage and culture. Highlights included: • Aboriginal and Torres Strait Islander LGBTIQA+ poetry readings at Darling Square Library • an Elders clay program at Redfern Community Centre • an Aboriginal astronomy night and stargazing event at Green Square Library • NRW choir events at Ultimo Community Centre and Green Square Library • review of the Town Hall tour script to better acknowledge aspects of truth-telling and reflect an Aboriginal perspective on the history of Sydney Town Hall.

12. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Stretch RAP item	Timeline	Responsibility	Status
12.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2023	Chief Executive Officer	Complete/ongoing – New Acknowledgement of Country artwork was launched in June. This was displayed on email signatures, corporate PowerPoint templates, and at entry points to Town Hall House. Internal communications were displayed about this artwork in the weekly employee newsletter, on the intranet and on digital screens at depots.
12.2 Review, implement and improve access to the City's Aboriginal and Torres Strait Islander cultural protocols and share these with all staff, and on the City's website.	September 2022 December 2023	Manager Indigenous Leadership and Engagement	Complete/ongoing – The Aboriginal and Torres Strait Islander cultural protocols have been reviewed to ensure they are up to date and accessible. A comprehensive review of the protocols will be conducted by December 2025.

2024 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
12.3 Develop and implement guidelines for engaging with Indigenous cultural and intellectual property.	June 2021 November 2024	Director City Projects and Property Manager Indigenous Leadership and Engagement	This program of work is a priority of the First Nations leadership team. This project will further develop in 2025 before seeking endorsement and implementation.
12.4 Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including: - Sydney NYE - Sydney Lunar Festival - Sydney Christmas events	September 2021 September 2022 September 2023	Executive Manager Creative City	The City has engaged a local Elder through the Metropolitan Local Aboriginal Land Council for all major events within the reporting period. This has included a formal Welcome to Country at all capital works launch events as well as Sydney Christmas concerts, Sydney Lunar New Year and Art & About opening events. For new sites and projects, a smoking ceremony is presented as part of the opening experience. Sydney NYE 2023 presented a 90-minute program celebrating First Nations cultures, commencing with a harbour-wide smoking ceremony (presented by Tribal Warrior); a specifically commissioned Welcome to Country film (in partnership with Metropolitan Local Aboriginal Land Council) and the <i>Calling Country</i> fireworks curated by local Aboriginal Social Enterprise, We Are Warriors.
12.5 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2021 September 2022 September 2023	Chief Executive Officer	Complete – All public meetings include an Acknowledgement of Country and is included in the agendas for public events. Employees are encouraged to do an Acknowledgement at internal meetings when considered appropriate.
12.6 Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	September 2021 September 2022 September 2023	Councillor Delegate	Complete – A Welcome to Country is provided at all City-produced events. Where this is not possible, employees provide an Acknowledgment of Country at all public events and are encouraged to also provide an Acknowledgement of Country at large employee meetings. Councillors also provide an Acknowledgment of Country at public events and Council meetings. All major events and

Stretch RAP item	Timeline	Responsibility	Status
			festivals supported by the City of Sydney are encouraged to include a Welcome to Country or an Acknowledgement of Country.
12.7 In accordance with the Community Facilities Signage Design Style Guide include Acknowledgement of Country when implementing any new signage, across 74 properties in the community property portfolio, prioritising community venues for hire.	November 2023 November 2024	Director City Projects and Property	Acknowledgement of Country signs are installed at the 5 entry points to Town Hall House. The entry to Sydney Town Hall now features a digital Acknowledgement of Country.
12.8 Include an Acknowledgement of Country in City email signatures and the City's website/s.	March 2021	Chief Operating Officer	Complete – February 2021. The City introduced an Acknowledgement of Country on all email signatures and websites, including City of Sydney News, What's On and Libraries. We communicated the importance of this initiative in a CEO message to all employees.

13. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Stretch RAP item	Timeline	Responsibility	Status
13.1 Conduct a review of cultural learning needs within our organisation.	June 2021	Manager Learning and Development	Complete – A cultural learning needs analysis was completed, forming the basis for the development of a cultural learning strategy for City of Sydney employees.
13.2 Consult the City's Indigenous staff, Traditional Owners and/or the City of Sydney Aboriginal and Torres Strait Islander Advisory Panel on the implementation of a cultural learning strategy.	September 2021	Manager Organisational Capability Manager Learning and Development	Complete – Employees were consulted on the cultural learning needs analysis and the development of a cultural learning strategy in 2021. Further consultation was undertaken with the Aboriginal and Torres Strait Islander staff network in September 2022 and the Aboriginal and Torres Strait Islander Advisory Panel in November 2022.

Stretch RAP item	Timeline	Responsibility	Status
13.3 Implement and communicate a cultural learning strategy for our staff.	December 2021 November 2024	Manager Learning and Development	The first phase of the cultural learning strategy, the cultural awareness program, was communicated to managers and Aboriginal and Torres Strait Islander employees in 2024. The program was piloted and subsequently rolled out to these cohorts in 2024. The program will be rolled out to all remaining employees in early 2025, ensuring that managers have completed the learning first and are able to determine how their teams will undertake the program, and the level of support needed.
13.4 All staff undertake formal and structured cultural learning activities. • 100% staff undertake e-learning module. • 50% staff undertake face-to-face cultural learning activities. • A select group of staff to undertake cultural learning activities on Country with Traditional Custodians as identified through a learning needs analysis.	November 2023 November 2024	Manager Learning and Development	In 2024, 80 employees completed an e-learning cultural program, and 117 employees completed face-to-face cultural learning activities.
13.5 Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	November 2023 November 2024	Manager Learning and Development	In 2024, the cultural awareness program was communicated and rolled out to all managers, including RAP working group members, senior executives and HR managers. In 2023 and 2024 all new staff were required to complete an online module as part of their induction that kicks off their structured cultural learning. This module, first implemented in 2022, provides information about the traditional custodians of the area that the City of Sydney is located. New employees also attended the City's new starter forum in 2023 and 2024 where information on the City's

Stretch RAP item	Timeline	Responsibility	Status
			commitment to reconciliation, the Stretch RAP and the Eora journey was presented by staff.
13.6 Provide information about the Traditional Custodians of Sydney and the City's commitment to reconciliation to all new starters during their induction, through a presentation delivered by City staff and as part of an e-learning module.	November 2021 November 2022 November 2023 November 2024	Manager Learning and Development	Information continues to be provided to new starters through the online orientation modules Welcome to the City of Sydney, Introduction to Local Government and Diversity and Inclusion at the City of Sydney. These modules include information about the Traditional Custodians of Sydney, and the City's commitment to reconciliation. In addition, a presentation by the First Nations Leadership team is included in the new starter welcome forum. The forum is offered to new starters every 6 months.

14. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Stretch RAP item	Timeline	Responsibility	Status
14.1 Support all staff to participate in a NAIDOC Week event in our local area, including community celebrations in Glebe, Woolloomooloo and Redfern.	July 2021 July 2022 July 2023	Chief Executive Officer	Complete/ongoing – NAIDOC Week activities were promoted in the employee newsletter, intranet and on digital screens. In 2024, we promoted screenings of the Redfern Story, NAIDOC in the City at Town Hall and community events in Eveleigh and Glebe.
14.2 RAP Working Group to participate in an external NAIDOC Week event.	July 2021 July 2022 July 2023 November 2024	Chair, RAP Working Group	In 2024, 3 members reported attending an external NAIDOC Week event or activity.
14.3 Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	December 2021	Chief People and Culture	Complete – Policies and procedures encourage access for Aboriginal and Torres Strait Islander staff to participate in NAIDOC Week.

Stretch RAP item	Timeline	Responsibility	Status
14.4 Encourage Aboriginal and Torres Strait Islander employees to use their NAIDOC Week day off to attend cultural and community activities and events.	July 2021 July 2022 July 2023	Director People, Performance and Technology Chief People and Culture	Complete – Aboriginal and Torres Strait Islander employees are entitled to one day leave during NAIDOC Week to participate in celebrations. Aboriginal and Torres Strait Islander employees are encouraged to use this opportunity to attend cultural and community activities. Also, care and cultural leave was recently introduced which provides up to 3 days leave from accrued sick leave that can be used to attend culturally important days, ceremonies or activities such as NRW.
14.5 In consultation with Aboriginal and Torres Strait Islander stakeholders, support annual local NAIDOC Week events in Redfern, Woolloomooloo and Glebe communities.	July 2021 July 2022 July 2023	Executive Manager Creative City	Three Aboriginal and Torres Strait Islander stakeholders have received funding for NAIDOC Week 2024 events. These projects were supported through the City's festival and events sponsorship. It includes support for Sydney University Settlement as auspice for the Eora NAIDOC Group community events in Redfern, the National Centre of Indigenous Excellence for NAIDOC events in Redfern and Glebe Youth Services as auspice for Glebe NAIDOC for NAIDOC celebrations in Glebe. In the second half of 2024, Tribal Warrior Aboriginal Corporation as auspice for Matora Mob Committee received funding for cultural events in Woolloomooloo, including events during 2025 NAIDOC Week.
14.6 Fly street banners designed by an Aboriginal and/or Torres Strait Islander artist to mark NAIDOC Week.	July 2021 July 2022 July 2023 July 2024	Executive Manager Creative City	We displayed more than 400 banners across the community featuring the artwork <i>Jagun</i> , meaning Country in Bundjalung. It was created by proud Bundjalung and Gumbaynggirr woman, Kim Healey, a descendant of the Djunbun (Platypus) clan. These banners flew in June and July to promote NAIDOC Week.

15. Increase engagement with local Aboriginal and Torres Strait Islander artists.

Stretch RAP item	Timeline	Responsibility	Status
15.1 Official City gifts to be from local Aboriginal and Torres Strait Islander artists.	November 2022 November 2024	Manager Culture and Creativity Manager Protocol	No official gifts were required during this year.
15.2 Ensure cultural programming across the organisation includes Aboriginal and Torres Strait Islander artists and creative practitioners by implementing Aboriginal and Torres Strait Islander programming frameworks.	November 2021 November 2022 November 2023	Public Art Collections and Cultural Heritage Manager City Design Director Executive Manager Creative City	The Cultural Programs and Services team has recruited an identified role to support the development and delivery of public programming. Aboriginal and Torres Strait Islander programming frameworks involving consultation have been developed and put into practice.
15.3 Twenty-five per cent of annual curatorial acquisitions budget for the City's Civic Collection will be for Aboriginal art for display in City properties.	November 2021 November 2022 November 2023	Manager Culture and Creativity	Complete/ongoing – During the 2023/24 financial year 27.2% of the annual curatorial budget was allocated to the purchase of Aboriginal art, exceeding the RAP commitment of 25%.
15.4 Provide opportunities for Aboriginal and Torres Strait Islander artists to display artwork through the creative hoardings program including site works or other future programs.	July 2023	Manager Culture and Creativity	Complete/ongoing – The current creative hoardings program includes artwork licensed by the City of Sydney from 2 Aboriginal artists: Kamilaroi/Gamilaraay artist Dennis Golding and Kamilaroi artist Suzy Evans. These artworks are now available for use on hoarding projects. Dennis Golding was featured in a City of Sydney News article to promote this new suite of artworks and was interviewed and featured in an Artshub article about the opportunity that hoardings artworks provide the artist. The previous creative hoardings program included artwork licensed by the City of Sydney from 2 Aboriginal artists: Yuwaalaraay artist Lucy Simpson and Barkindji artist Kent Morris. These artworks are still present in the public domain on some construction sites and were relicensed as part of

Stretch RAP item	Timeline	Responsibility	Status
			the alfresco outdoor dining program for use on concrete barriers. Both artists were featured in marketing campaigns promoting the artwork and the program.
15.5 Ensure Aboriginal and Torres Strait Islander representation on all external panels for all cultural projects.	November 2021 November 2024	City Design Director Executive Manager Creative City	Complete – There is now Aboriginal and Torres Strait Islander representation on the Design Advisory Panel and Public Art Advisory Panel.
15.6 Develop an internal register of relevant arts and culture programs across events, city design, history, curatorial, cultural projects, public art and library programs to allow for a more collaborative approach to programming, procurement, recruitment and promotion of programs.	June 2021	Executive Manager Creative City	An internal register of relevant arts and cultural programs has been established and regularly maintained. This work served as an opportunity to establish more collaborative approaches to improve program output and to share best practice.

Opportunities

16. Work with Aboriginal and Torres Strait Islander communities, housing providers, the NSW Government and others to provide culturally appropriate affordable and social housing for Aboriginal and Torres Strait Islander peoples in Redfern, Waterloo and other areas in the city to prevent their displacement from the area.

Stretch RAP item	Timeline	Responsibility	Status
16.1 Undertake a project to prepare design guidance for culturally appropriate housing for Aboriginal and Torres Strait Islander households.	June 2023 November 2024	Executive Manager Strategic Planning and Urban Design	Following research and review, it was found the City is better supporting others to prepare and implement such guidance. Discussions with housing experts, agencies, housing organisations and community members are ongoing.
16.2 Investigate the inclusion of guidance in the Waterloo Estate development control plan for the inclusion of culturally appropriate social and affordable housing for Aboriginal and Torres Strait Islander households as part of the development of the estate.	November 2023	Executive Manager Strategic Planning and Urban Design	Complete – The draft design guide for Waterloo estate (south) includes provisions to encourage the delivery of culturally appropriate housing for Aboriginal and Torres Strait Islander people in conjunction with the redevelopment of the estate. The design guide was placed on public exhibition from 3 March to 29 April 2022 together with the Waterloo estate (south) planning proposal by the Department of Planning. In its submission, the City has supported the department in its retention of the requirements in the design guide. The planning controls were approved and came into effect on 28 February 2023. In August 2023 the Minister for Housing announced that at least 15% of all new social and affordable homes would be dedicated for Aboriginal and Torres Strait Islander people.
16.3 Advocate to NSW Land and Housing Corporation to include culturally appropriate social and affordable housing for Aboriginal and Torres Strait Islander households to be	November 2023	Executive Manager Strategic Planning and Urban Design	Complete/ongoing – We included a requirement for a minimum amount of social and affordable housing for Aboriginal and Torres Strait Islander households in the design guide for Waterloo estate (south). The guide also

Stretch RAP item	Timeline	Responsibility	Status
included as part of the development of the Waterloo Estate.			requires this housing to be designed so that it is culturally appropriate. The Department of Planning became the planning authority and planning controls were placed on public exhibition from 3 March to 29 April 2022. The planning controls proposed by the City of Sydney have been retained in the design guide that the department publicly exhibited. The planning controls were approved and came into effect on 28 February 2023. In August 2023, the Minister for Housing announced that at least 15% of all new social and affordable homes would be dedicated for Aboriginal and Torres Strait Islander people.

17. Promote economic prosperity of Aboriginal and Torres Strait Islander peoples in Sydney.

Stretch RAP item	Timeline	Responsibility	Status
17.1 Provide financial support through the City's grant program to Aboriginal and Torres Strait Islander led businesses to deliver skills development programs.	September 2021 November 2024	Manager Economic Programs	To date, 3 economic grants have been approved to Aboriginal and/or Torres Strait Islander individuals, groups and organisations to the value of \$50,000. These were funded through the City's Aboriginal and Torres Strait Islander collaboration fund and innovation and ideas grant programs. This includes a STEM skills program for local Aboriginal and Torres Strait Islander women to develop tech expertise and drive awareness for technology and innovation in career pathways. In October, First Innovators launched the First Nations Business Insights and Opportunities Report which was funded through a knowledge exchange sponsorship grant and identifies opportunities for strengthening the capacity of the First Nations business sector.
17.2 Engage at least 10 Aboriginal and Torres Strait Islander businesses in City of Sydney business support programming.	September 2021 November 2024	Manager Economic Programs	The City engages with Aboriginal and Torres Strait Islander networks to promote our business support programs and increase Aboriginal and Torres Strait Islander representation

Stretch RAP item	Timeline	Responsibility	Status
			in these programs as participants, guest speakers and program facilitators. This includes the Reboot webinar series, business innovation program, raising the bar and the visiting entrepreneur program, which featured Aboriginal and Torres Strait Islander speakers and businesses.
17.3 Feature or profile at least 10 Aboriginal and Torres Strait Islander businesses through City of Sydney marketing campaigns.	September 2021 November 2024	Manager Economic Programs	As part of a monthly content series partnership with South Sydney Herald, Jodie Welsh, founder and artistic director of Brolga Dance Academy was featured. The series is focused on Aboriginal and Torres Strait Islander people living and working on Gadigal land and is curated by Wiradjuri woman Aunty Norma Ingram. There were over 30 unique views to the article on City of Sydney News in addition to South Sydney Herald readership. A July media release promoted First Nations businesses, such as The Kinchela Boys Home Aboriginal Corporation, Koori Kinnections and Cafe Dreaming. The City featured Aboriginal and Torres Strait Islander businesses for Indigenous Business Month in October 2024.
17.4 Increase the number of Aboriginal and Torres Strait Islander businesses nominating for the NSW Business Chamber Awards by outreach and actively promoting the NSW Business Chamber Awards through our Aboriginal and Torres Strait Islander business networks including Supply Nation and the NSW Indigenous Business Chamber.	September 2022 November 2024	Manager Economic Programs	The City provided the NSW Business Chamber Awards with \$32,000 in cash funding through the business sector support grant program. The timeline to deliver against the 2023 Awards program was extremely challenging so this grant funding was rolled over to the 2024 awards to allow more time to recruit nominations from across all business sectors and promote the awards through Aboriginal and Torres Strait Islander business networks. The 2024 Sydney Business Awards ceremony was held on 18 June in Sydney Town Hall.

18. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Stretch RAP item	Timeline	Responsibility	Status
18.1 Review and implement the City's Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander staff.	November 2023	Director People, Performance and Technology	Complete – The City of Sydney continues to implement the Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander employees. Since the strategy was released in June, significant progress has been achieved including an increase in Aboriginal and Torres Strait Islander employment.
18.2 Increase Aboriginal and Torres Strait Islander employment from currently 2.4% to 3% of the total. This is an increase from 46 to 57. A further target increase is to 3.4% by end 2025.	November 2023 November 2024	Director People, Performance and Technology	As of March 2024, there are 60 employees who identify as Aboriginal and/or Torres Strait Islander, representing 3.1% of all employees.
18.3 Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	November 2021 November 2022 November 2023 November 2024	Director People, Performance and Technology Chief People and Culture	Support for Aboriginal and Torres Strait Islander employees seeking to undertake leadership development continued through the City's Leadership and Management Development Program.
18.4 Support the City's Aboriginal and Torres Strait Islander staff network to meet twice per year.	November 2021 November 2022 November 2023	Director People, Performance and Technology Chief People and Culture	Complete/ongoing – the Aboriginal and Torres Strait Islander staff network met 4 times in 2024. This included participating in a wellbeing workshop in February, a gathering during NAIDOC Week to join in arts and cultural activities, a RAP workshop to provide input on the new Stretch RAP in August and an end of year gathering in December.
18.5 Implement an Aboriginal and Torres Strait Islander professional mentoring network.	November 2021 November 2024	Director People, Performance and Technology	Work is progressing to understand the needs and aspirations of Aboriginal and Torres Strait Islander employees in relation to professional mentoring. Work on a

Stretch RAP item	Timeline	Responsibility	Status
		Chief People and Culture	reverse-mentoring program at the City has commenced, led by a member of the City's Women's Network.
18.6 Implement Aboriginal and Torres Strait Islander employment pathways.	November 2021 November 2024	Director People, Performance and Technology Chief People and Culture	Our Aboriginal and Torres Strait Islander Workforce strategy identifies establishing Aboriginal and Torres Strait Islander employment pathway programs for job seekers, graduates, and school leavers as an action for delivery in 2025.

19. Develop inclusive recruitment processes and pilot different approaches to broaden the pool of Aboriginal and Torres Strait Islander people applying for roles at the City.

Stretch RAP item	Timeline	Responsibility	Status
19.1 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2021 November 2024	Manager Recruitment and HR Systems	The City of Sydney focused on improving access and removing barriers for Aboriginal and Torres Strait Islander candidates in job recruitment and employment access. At the end of 2024, this included dedicated recruitment open days conducted in community centres, support with job applications by assisting with capturing previous employment and reviewing job requirements. We also created a process to consider and remove the need for criminal history checks in certain low risk positions, which created access problems. The next step is to establish culturally appropriate policies and procedures that support recruitment and employment security for Aboriginal and Torres Strait Islander candidates and workers, and evaluating retention initiatives outlined in the Aboriginal and Torres Strait Islander workforce strategy, set for delivery by the end of 2025.
19.2 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2021	Manager Recruitment and HR Systems	Vacant positions are posted on Aboriginal and Torres Strait Islander job boards, are released to First Nations employment agencies and promoted in community networks to attract First Nations applicants. The City has also

Stretch RAP item	Timeline	Responsibility	Status
			refreshed its advertisement text to encourage First Nations candidates to apply for all City positions. The City has also increased the number of identified positions available to First Nations people.

19.3 Include an Aboriginal and/or Torres Strait Islander person on interview panels when the role relates to Aboriginal and Torres Strait Islander communities and cultures, or if the applicant identifies as an Aboriginal and/ or Torres Strait Islander person.	November 2021	Manager Recruitment and HR Systems	Complete – This initiative is in practice and operating.
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20. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Stretch RAP item	Timeline	Responsibility	Status
20.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	November 2021 November 2024	Chief Procurement Officer	Activity to define the approach and timing of the strategy development and drafting process, is being considered as part of the broader procurement transformation project.
20.2 Continue to identify Aboriginal and Torres Strait Islander businesses through Supply Nation and the NSW Indigenous Business Chamber directories.	November 2021 November 2022 November 2023	Chief Procurement Officer	Complete/ongoing – The City of Sydney has memberships with Supply Nation and NSW ICC, which enable it to identify and engage suppliers for potential tenders and quotes. Tendering opportunities are promoted through the Supply Nation membership opportunity board and the NSW ICC's opportunity newsletter. We also have access to the tools and supplier database support available through Supply Nation and the NSW ICC.
20.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2021 November 2022 November 2023	Chief Procurement Officer	Complete/ongoing – Aboriginal and Torres Strait Islander suppliers can be identified by internal teams procuring goods and services through the search tools of Supply Nation and have access to a similar option via the NSW ICC

124	Stretch RAP item	Timeline	Responsibility	Status
				to identify Aboriginal and Torres Strait Islander suppliers for relevant categories.
	20.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2021	Chief Procurement Officer	Complete/ongoing – This is an ongoing focus and will build on actions already implemented. As part of the procurement transformation project, we will review procurement practices and processes to identify and resolve potential barriers. We continue to advocate for change to the tendering provisions of legislation, including removing restrictions which impact our ability to engage more effectively and easily with Aboriginal and/or Torres Strait Islander suppliers.
	20.5 Maintain commercial relationships with 10 Aboriginal and/or Torres Strait Islander businesses.	November 2023 November 2024	Chief Procurement Officer	Complete/ongoing – The City spent with 76 Aboriginal and Torres Strait Islander suppliers in the 12-month period to 30 June 2024.
	20.6 Spend a minimum of \$2,000,000 annually with Aboriginal and Torres Strait Islander businesses.	November 2023 November 2024	Chief Procurement Officer	The spend for the 12-month period to end June 2024 is \$1.96m which is an increase on the same period last year.
	20.7 Train relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	November 2021 November 2022 November 2023 November 2024	Chief Procurement Officer Manager Learning and Development	Members of the procurement team have received updated training from Supply Nation during this period.

21. Provide opportunities for Aboriginal and Torres Strait Islander businesses to develop networks and increase knowledge.

Stretch RAP item	Timeline	Responsibility	Status
21.1 Develop a proposal to host an Indigenous business fair at Sydney Town Hall.	November 2022	Chief Procurement Officer	Complete – This did not progress due to COVID-19 restrictions, and we are looking at alternative future options to engage with suppliers.

Stretch RAP item	Timeline	Responsibility	Status
21.2 Hold 2 workshops specifically for Indigenous businesses about how to tender for work at the City.	November 2021 November 2024	Chief Procurement Officer	Debrief discussions are offered to individual businesses who are not successful in a procurement process, where guidance is offered on their responses. The procurement team also offers one-on-one meetings to suppliers who want to know more about City procurement processes. We are exploring opportunities to provide information on how to compete for work at the City through our memberships with Supply Nation and NSW ICC.

22. Respond to the needs of Aboriginal and Torres Strait Islander communities through local programs and services.

Stretch RAP item	Timeline	Responsibility	Status
22.1 Continue to provide opportunities for Aboriginal and Torres Strait Islander community members and groups to use the City's community centres, facilities and spaces. This will include: 50% of all community programming for Redfern Community Centre will be targeted towards Aboriginal and Torres Strait Islander communities. 15% of all programming for all other community centres will include Aboriginal and Torres Strait Islander suppliers, such as facilitator, performer, consultant, artist or host.	November 2022 November 2024	Manager Social City	Programs and events at Redfern Community Centre continue to be targeted towards Aboriginal and Torres Strait Islander communities. These are some examples: - The come and eat healthy program targets Aboriginal men and teaches basic skills in choosing healthy ingredients for meal preparation. It is also an opportunity to build connections with other participants. - We held larger-scale events for NAIDOC Week and R U OK day. We held the latter with local community and support from Tribal Warrior. - The Indigenous Science Experience Community Day had 400 attendees. - The centre continues to host the First Nations Response Group emergency food relief program. - There were 20 venue hire bookings (44%) for Aboriginal and Torres Strait Islander people or community groups. - There were 8 programs and events across community centres with Aboriginal and Torres Strait

Stretch RAP item	Timeline	Responsibility	Status
			Islander suppliers (8%) including facilitators and performers. Programs and events at community centres and spaces included: - the <i>Elders Stories in Clay</i> exhibition at Juanita Neilsen Community Centre, displaying works created by local Elders reflecting their stories and experiences - a Matora Mob Grief and Loss Workshop held at Juanita Neilsen Community Centre - Aboriginal cultural talks delivered by a local Elder about 3 different topics including astronomy, Country and cultural protocols at 180 George street Community Space - the Indigenous Literacy Day at St Helen's, which promoted increased knowledge of the Koori Collection at the Glebe Library and the importance of reading in language for First Nations communities for cultural identity and confidence in learning.
22.2 Work with Aboriginal and Torres Strait Islander homelessness organisations to implement training and other initiatives to ensure City delivered and funded homelessness outreach services are culturally aware and meet the needs of Aboriginal and Torres Strait Islander people and communities.	December 2021	Manager Social City	Complete/ongoing – Two organisations, Innari and Aboriginal Corporation Homelessness and Rehabilitation Community Services, provided cultural training to homelessness outreach services funded by the City. Workers from both organisations conducted outreach with NSW Health, state government and other specialist homelessness services. The City of Sydney chairs the Aboriginal case coordination meeting and supports the Mob Pop Up and Mob Space.

23. Support major community-driven festivals and events through sponsorship and in-kind support.

Stretch RAP item	Timeline	Responsibility	Status
23.1 Assist the community through a program of activities including information sessions to assist in increasing the number of grant applications from Aboriginal and Torres Strait Islander organisations by 100% from 15 to 30 per year.	June 2022	Manager Social City	Complete – To increase grant applications from Aboriginal and Torres Strait Islander organisations and individuals, the City hosted several in-person information sessions about grants and sponsorship throughout the year. The first was at Redfern Community Centre, Redfern on 8 February 2024. A total of 20 attendees participated in the session. The second was at 119 Redfern St Community Centre on 23 July 2024 where 6 attendees participated in the session. The next was held at Juanita Nielsen Community Centre, Woolloomooloo on 29 July 2024 where one attendee participated in the session. Additionally, an in-person information session was held at the at Redfern Community Centre on 15 February 2024, for Aboriginal and Torres Strait Islander participants at the Connect Sydney workshop. Connect Sydney aims to build the capacity of community and not-for-profit organisations through the provision of free grant writing skills and governance training. A total of 11 attendees participated in the session. As a result, there have been 71 eligible grant applications submitted by Aboriginal and/or Torres Strait Islander individuals, groups and organisations in 2024. These applications were submitted through the City's Aboriginal and Torres Strait collaboration fund, creative live/workspaces, the accommodation grants program, community services, creative grants, food support, venue support and quick response grant programs.
23.2 Leverage networks to raise the profile of community and cultural events through the City's marketing and media channels.	June 2021 June 2022 June 2023 November 2024	Chief Marketing and Communications Officer	Throughout the year we have used the full spectrum of the City's media and marketing channels to promote community and cultural events to our communities and networks. These are some of the highlights:

Stretch RAP item	Timeline	Responsibility	Status
		Manager Corporate Communications	- A communications campaign for the opening of 119 Redfern Street prominently featured Aboriginal and Torres Strait Islander voices including in the media release and subsequent media interviews. Koori Radio broadcast live from the opening event, interviewing attendees throughout the day. Speakers, programming and photography at the event firmly centred on the local Aboriginal community. - A campaign for NRW raised awareness of the theme – now more than ever – and drove attendance to NRW events happening in our area. We created a NRW program page with event listings on our What's On website, articles on City of Sydney News, internal comms content, social media posts and the use of our QMS communications pylons. - Promotion of the 20th birthday of Redfern Community Centre showcased the important role of the centre and local community members in Sydney's recent Aboriginal history. - We promoted the 9pm <i>Calling Country</i> fireworks as part of the Sydney NYE celebration across all City of Sydney channels and to the media.

24. Increase the applications and effectiveness of the City's grant and sponsorship program for Aboriginal and Torres Strait Islander groups, organisations and businesses.

Stretch RAP item	Timeline	Responsibility	Status
24.1 Promote the City's grant opportunities by advertising in Indigenous media and promoting through community and stakeholder networks.	November 2021 November 2022 November 2023	Manager Grants Chief Marketing and Communications Officer	Complete – During the year grants and sponsorship information was promoted on Koori Radio and ongoing information sessions through other community events and stakeholder networks. Grants opportunities were also promoted at City of Sydney stalls during Yabun and

Stretch RAP item	Timeline	Responsibility	Status
			NAIDOC Week events. Grant opportunities are also promoted through Koori Radio live reads.
24.2 Provide targeted grant writing workshops led by an Aboriginal and Torres Strait Islander facilitator or organisation for the community. This will be achieved through the City's Connect Sydney Program.	June 2022	Manager Social City	Complete – The City engaged Burbangana Group, a 100% First Nations owned, for-purpose company, to facilitate a grant writing workshop for Aboriginal and Torres Strait Islander organisations and communities at Redfern Community Centre on 15 February as part of the City's Connect Sydney program – 11 people attended, representing 9 different organisations.

Governance

25. Establish and maintain an effective RAP Working Group to drive governance of the RAP.

Stretch RAP item	Timeline	Responsibility	Status
25.1 Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	November 2020, 2021, 2022, 2023 November 2024	Chair, RAP Working Group	The RAP Working Group includes 5 Aboriginal and/or Torres Strait Islander staff from 3 different divisions. One of the staff co-chairs the working group.
25.2 Apply a terms of reference for the RAP Working Group.	November 2020, 2021, 2022, 2023	Chair, RAP Working Group	The terms of reference are being applied to the implementation of the City of Sydney's Stretch RAP.
25.3 Meet at least 4 times per year to drive and monitor RAP implementation.	November 2021 November 2022 November 2023 November 2024	Chair, RAP Working Group	The RAP Working Group meets every quarter to discuss highlights, raise issues, report on co-chair activities and other highlights from each quarter. RAP sub-working groups also meet as needed to specifically manage various Stretch RAP deliverables.
25.4 Establish RAP sub-group/s to support delivery of RAP actions and strategies.	November 2020	Chair, RAP Working Group	Sub-working groups are created as required. Currently the RAP events and cultural and creative programming sub-working groups meet regularly to continue planning internal events and share relevant programming information across the organisation.

26. Provide appropriate support for effective implementation of RAP commitments.

Stretch RAP item	Timeline	Responsibility	Status
26.1 Embed resource needs for RAP implementation.	November 2021 November 2022	Chair, RAP Working Group	Stretch RAP deliverable owners are responsible for resourcing and budgeting for their own actions and this will be noted at Stretch RAP Working Group meetings. The First

2024 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
	November 2023 November 2024		Nations leadership team budgets for operational costs for implementing some RAP-related initiatives such as events and engagement activities for staff.
26.2 Embed key RAP actions in performance expectations of senior management and all staff.	November 2021 November 2022 November 2023 November 2024	Chair, RAP Working Group	All Stretch RAP deliverables are all reporting items in performance planning, allocated to the relevant senior staff member. RAP co-chairs continue to raise awareness about the RAP actions to teams and units throughout the organisation.
26.3 Embed appropriate systems and capability to track, measure and report on RAP commitments.	November 2021	Chair, RAP Working Group	All RAP deliverables are embedded in our reporting system. Each deliverable owner is required to report on a quarterly basis and will also update the RAP working group on progress at quarterly meetings.
26.4 Maintain an internal RAP Champion from senior management.	December 2020 November 2024	Chief Operating Officer	The Chief Operating Officer is the executive sponsor of the RAP.
26.5 Include our RAP as a standing agenda item at senior management meetings.	November 2021 November 2022 November 2023 November 2024	Chief Executive Officer	A RAP update was included in the July 2024 senior management briefing.
26.6 Increase employee knowledge of reconciliation and the City's RAP through strategic internal communications.	September 2022 November 2024	Manager Corporate Communications	We promoted the status of our Stretch RAP through regular updates in Our news. Reconciliation was promoted through internal articles including an interview profiling Redfern Community Centre staff.

27. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Stretch RAP item	Timeline	Responsibility	Status
27.1 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021 September 2022 September 2023 November 2024	Chair, RAP Working Group	The RAP co-chairs completed the 2024 RAP impact measurement report.
27.2 Report RAP progress to all staff and senior leaders quarterly.	Quarterly 2020, 2021, 2022, 2023	Manager Indigenous Leadership and Engagement	Complete/ongoing – The quarterly report is promoted in the employee newsletter each quarter and published on the intranet page – how we're tracking with reconciliation.
27.3 Participate in Reconciliation Australia's biennial Workplace RAP Barometer survey.	May 2022 November 2024	Chief People and Culture	The City of Sydney participated in the Reconciliation Australia Workplace barometer survey in 2024.
27.4 Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	December 2020 December 2021 December 2022 November 2024	Manager Indigenous Leadership and Engagement	The annual report for the Stretch RAP 2020–2023 was reported to the Aboriginal and Torres Strait Islander Advisory Panel in December 2022 and reported to the public through Council in February 2023. The 2022 report was shared with the Inner Sydney Aboriginal Interagency in April 2023. The report is available on the City of Sydney website for the community to access.
27.5 Communicate progress to implement the RAP through 6-monthly reporting on an item in the City's Operational Plan.	June and December 2021, 2022, 2023 November 2024	Manager Indigenous Leadership and Engagement	Progress on adopting and implementing the Stretch RAP was reported to Council in the operational plan report.
27.6 Report annually to our Aboriginal and Torres Strait Islander Advisory Panel and the City's Aboriginal and Torres Strait Islander staff network.	November 2020 November 2021 November 2022 November 2024	Manager Indigenous Leadership and Engagement	The 2023 annual report for the Stretch RAP 2020–2023 was reported to the Aboriginal and Torres Strait Islander Advisory Panel in December 2023.

28. Continue our reconciliation journey by developing our next RAP.

Stretch RAP item	Timeline	Responsibility	Status
28.1 Register via Reconciliation Australia’s website to begin developing our next RAP.	March 2023 November 2024	Chief Operating Officer	The City of Sydney began drafting the new Stretch RAP in 2024 and registered via Reconciliation Australia’s website in November 2024 to submit the first draft. The City’s next RAP will seek Reconciliation Australia’s endorsement followed by Council endorsement in 2025.

Appendix

Figure 1. 2023/24 grants and sponsorship to Aboriginal and/or Torres Strait Islander owned or led projects.

Organisation	Project name	Total cash and value in-kind for 2023/24
107 Projects Incorporated as auspice for Melissa Gilbert	Unity Web	\$20,000
107 Projects Incorporated as auspice for Mr Adam France on behalf of Suzy Evans	Modernmurri	\$5,000
3Bridges Community Limited as auspice for Mr William Gordon	NXT GEN Koori Knockout Team	\$10,000
3Bridges Community Limited as auspice for Mr William Gordon	NXT GEN NXT LVL R.U.	\$10,000
Aboriginal Corporation for Homeless Rehabilitation Community	Supporting Aboriginal Rough Sleepers in Sydney CBD	\$112,466
Aboriginal Dance Theatre Redfern	Fire Works Compliance	\$7,000
Australian Indigenous Minority Supplier Office Limited T/A Supply Nation	Connect 2023	\$50,000
BLAQ Aboriginal Corporation	BlaQ Mardi Gras Program 2024	\$35,000
BLAQ Aboriginal Corporation	2023 Referendum Resilience Building	\$10,000
BLAQ Aboriginal Corporation	BlaQ Ball Gala Dinner 2024	\$6,307
Blax Capital Pty Ltd	Indigenous Gender Lens Fund	\$31,000
Coota Girls Aboriginal Corporation	Sorry Day Stolen Generations Community Gathering	\$45,000
Deadly Connections Community and Justice Services Limited	Deadly Connections Christmas Party 2023	\$10,000
First Nations Response Limited	Caring for Community our way, the Blak way	\$406,912
First Nations Response Limited	FNR x Redfern 2023	\$10,000
First Nations Response Limited	Sydney's First Nations Response Pop-Ups	\$50,000

2024 Stretch RAP

Organisation	Project name	Total cash and value in-kind for 2023/24
Gadigal Information Service Aboriginal Corporation	Yabun Festival 2024-27	\$197,072
Gamarada Indigenous Healing and Life Training Limited	Coloured Diggers ANZAC Day March	\$27,250
Glebe Youth Service Inc as auspice for Glebe NAIDOC	Glebe NAIDOC	\$20,000
Indigenous Technology Pty Ltd	First Nations Mirrinj STEM Community Student Program for Women	\$17,000
Innari Incorporated	Assertive Outreach and Case Coordination for Homeless Vulnerable and Complex Aboriginal Clients	\$112,466
Iyoria Aboriginal Corporation	Supporting Artists and Creatives at a Luncheon	\$9,300
Jodie Ann Choolburra	Brolga Yugal Yulu-gi 2023	\$16,500
Kinchela Boys Home Aboriginal Corporation	Communications and Capacity Building	\$50,000
Kinchela Boys Home Aboriginal Corporation	Healing Ourselves, Healing Each Other	\$50,000
Marrugeku Incorporated	Burrbgaja Yalirra Research Lab 3: Dance Dramaturgies in Contested Land	\$20,000
Metropolitan Local Aboriginal Land Council as auspice for Dan Munro	Biyanga (Father) Project - Healing Journey for Our Men	\$42,100
Metropolitan Local Aboriginal Land Council as auspice for James Smith	European University Tour	\$5,114
Mudgin-Gal Aboriginal Corporation	Mudgin-Gal Young Women's Program	\$50,000
Mudgin-Gal Aboriginal Corporation	Mudgin-Gal's Recognition Celebration	\$28,675
Mudgin-Gal Aboriginal Corporation	Mudgin-gal Women's Festival	\$26,068
MUDGIN-GAL ABORIGINAL CORPORATION as aupice for Kowana Welsh	Representative Sports Tournament	\$1,305
National Centre of Indigenous Excellence Limited	Mums and Bubs Health and Wellbeing Program	\$22,955
National Centre of Indigenous Excellence Limited	Young Fit & Deadly Holiday Program	\$5,000
Redfern All Blacks Rugby League Football Club Incorporated	Redfern All Blacks Yearbook	\$40,690

2024 Stretch RAP

Organisation	Project name	Total cash and value in-kind for 2023/24
Redfern All Blacks Rugby League Football Club Incorporated	Redfern All Blacks Rugby League Football Club 80th Anniversary Event	\$47,150
Redfern All Blacks Rugby League Football Club Incorporated	Redfern All Blacks 51st Annual NSW Aboriginal Knockout	\$6,000
Redfern Youth Connect (Australia) Limited	Redfern Youth Connect Expansion	\$50,000
Redfern Youth Connect (Australia) Limited	Food Service and Supplies	\$100,000
Redfern Youth Connect (Australia) Limited	Warehouse, Kitchen and Sports Equipment	\$10,000
Sam Alderton-Johnson	Impact Policy Podcast	\$10,000
Scarred Tree Indigenous Ministries	Aboriginal Cultural Space Support	\$573
Sydney University Settlement as auspice for Warren Roberts	Eora Inner City NAIDOC Event	\$25,000
Tranby Aboriginal Co-Operative Limited	InUnity:Gathering of First Nations LGBTQIA+SB Poets, Writers and Story-Makers	\$12,000
Tribal Warrior Aboriginal Corporation	Tribal Warrior Talent Employment Mentoring	\$40,303
Tribal Warrior Aboriginal Corporation as auspice for Redfern All Blacks Rugby League Football Club Incorporated	Redfern All Blacks RLFC Cultural Health & Wellbeing	\$50,000
We Are Warriors Pty Ltd	See It To Be It Workshops	\$22,000
Wildflower, Gardens For Good Incorporated	Wildflower Networking Opportunities	\$2,000
Wildflower, Gardens For Good Incorporated	Australian Institute of Horticulture Awards Night	\$3,000

Figure 2. 2023/24 Grants and sponsorship to non-Aboriginal and Torres Strait Islander organisations working closely with Aboriginal and Torres Strait Islander peoples and/or contributing to reconciliation outcomes.

Organisation	Project name	Total cash and value in-kind for 2023/24
Alexandria Rovers Junior Rugby League Football Club Incorporated	Alexandria Rovers over 35s	\$3,900
Elizabeth Margaret Muldoon	Redfern Women: Our Stories of the Black Movement	\$25,000
Health Consumers NSW Inc	Collaborate & Connect	\$45,745
Macquarie University	National Indigenous Science Education Program	\$2,371
Startsomegood Pty Ltd	Diverse Perspectives Enterprise Program	\$31,600
The Returned and Services League of Australia New South Wales Branch	Aboriginal and Torres Strait Islander Veterans Commemoration Service, Sydney	\$6,000
University of Technology Sydney	Winda Film Festival	\$30,000
University of Technology Sydney	Tidda Talk Train-the-Trainer Initiative	\$49,323
Arinex Pty Ltd	Heritage Lecture	\$15,340
Glebe Youth Service Inc	Bangawarra Bujari	\$10,000
Glebe Youth Service Inc	Bungawarra	\$49,930

Item 9.

Adoption - Investment Property Policy

File No: S118279.015

Summary

This report presents the Investment Property Policy which sets out the requirements for the management of the City of Sydney's (the City) Investment Property Portfolio.

Following the adoption of the Investment Policy in relation to the City's cash and investment portfolio, Council requested the City to develop a policy for the City's Investment Property Portfolio. This policy sets the framework to realise the City's Investment Property revenue objectives which align with the City's broader principles of financial sustainability.

Council's investment opportunities are constrained by a combination of legislation, regulation and orders, directions and guidelines issued by the Minister or the Office of Local Government. The City's cash investments may only be invested in interest bearing deposits and/or bonds in Federal, State (including NSW TCorp) or local governments and in banks that are Approved Deposit Taking Institutions under the Banking Act 1959. Councils are not permitted to invest in equities and therefore not permitted to invest directly in individual companies. Investment property income, arising through acquisitions and repositioning assets, is one of the few opportunities available to the City to generate revenue outside of rates and annual charges to enable the City to discharge its functions under the Local Government Act. In appropriate circumstances, investment in property offers financial advantages in comparison to the City's cash assets which are held to ensure sufficient liquidity to meet the City's objectives. In contrast, the City's Investment Property Portfolio is held over the long-term, reflecting the relative illiquid nature of investment property and changes in property cycles. Holding investment in both financial and property assets assists in diversifying risk.

The Investment Property Portfolio collectively balances risk, return and capital gain which are important components of the City's ongoing prudent financial and property management practices. This policy complements the existing Investment Policy and the Long Term Financial Plan (LTFP). It includes investment criteria to frame investment decisions, risk management parameters, and investment governance standards to ensure transparency, internal controls and performance management.

This policy applies to the City's Investment Property holdings, comprising those properties owned by the City that constitute 'Investment Property' under Australian Accounting Standard AASB140. Properties held by the City for its own operations/administration, community purposes or other specific strategic purposes are outside the scope of AASB140 and this Policy.

An annual confidential report will be provided to Council summarising the Investment Property Portfolio's performance. The Policy will be reviewed every 4-years from adoption.

Recommendation

It is resolved that:

- (A) Council adopt the Investment Property Policy for the management of the City's Investment Property Portfolio as shown at Attachment A to the subject report;
- (B) Council note the current Investment Property Portfolio List as contained at Attachment B to the subject report; and
- (C) authority be delegated to the Chief Executive Officer to make amendments to the Investment Property Policy to correct any minor drafting errors and finalise design, artwork and accessible formats for publication.

Attachments

Attachment A. Investment Property Policy

Attachment B. Investment Property Portfolio List

Background

1. The policy sets the framework to realise the City's Investment Property revenue objectives which align with broader principles of financial sustainability and enable the City to discharge its functions which include the provision of goods, services, facilities and other activities for the community and the wider public. It reinforces the City's ongoing commitment to maintain a conservative and diversified income base to reduce the burden on ratepayers for funding all of the City's operations.
2. Strategic investment in property assets can provide the City with stable income streams over the longer term, while securing the value of funds invested in an underlying asset that has historically appreciated over time. In appropriate circumstances, investment in property offers financial advantage over term (cash) investments placed with financial institutions under the City's Investment Policy.
3. Holding investments in both financial and property assets assists in diversifying risk. The outcome of this policy complements the aims of the Investment Policy which outlines the approach to the City's financial assets. The Investment Policy was adopted by Council in November 2024.
4. This policy applies to the City's Investment Property holdings, comprising those properties owned by the City that constitute 'Investment Property' under Australian Accounting Standard AASB140.
5. Properties held by the City for its own operations/administration, community purposes or other specific strategic purposes are outside the scope of AASB140 and this policy. Certain City-owned properties held to satisfy longer term strategic outcomes generate rental income on commercial terms in the interim, but are not considered to be Investment Property, as the primary objective for holding the property is not for rental income or capital appreciation.
6. The City's objectives for the Investment Property Portfolio are to:
 - (a) ensure a stable source of recurrent income and returns in the long term to enable the City to discharge its functions which include the provision of goods, services, facilities and other activities
 - (b) safeguard and enhance existing property revenue levels and achieve an optimal diversified total investment portfolio taking into account cash investments and Local Government regulatory restrictions on investment
 - (c) optimise income from those assets and long-term capital growth
 - (d) undertake appropriate asset renewal and repositioning
 - (e) grow property revenue to support long term financial stability
 - (f) further diversify and strengthen its revenue base.
7. The City's investments in property (as guided by this Policy) take a long-term view, with the goal of achieving both additional stable rental returns and capital growth in asset values.

8. The City's aim in managing the Investment Property Portfolio is to strategically position individual properties to deliver optimal and sustainable investment returns. The City utilises a management model with asset managers overseeing the property and facilities management functions.
9. Monthly, quarterly and annual financial reporting are utilised by staff to monitor the City's returns from Investment Property, and performance against budget, throughout the year.

Investment Criteria

10. The below investment criteria are considered for investments to be included within the City's Investment Property Portfolio at time of acquisition. It is noted that the criteria are considered as a whole and are not individually weighted.
 - (a) Scope - Investments must comply with the legislative requirements and regulations relevant to the City's strategy for revenue growth to enable the City to exercise its statutory functions
 - (b) Currency - Property Investments must be denominated in Australian Dollars
 - (c) Ownership - Real Property Investments must be held in the name of Council of the City of Sydney. The City does not invest in real estate investment trusts or similar entities
 - (d) Synergy - Where applicable acquisition decisions will consider the synergistic benefit to existing assets owned by the City
 - (e) Type of Investments and Rental Returns - The City will invest in Property Investments which provide an appropriate commercial return and capital growth potential. The overall mix of assets will be diversified (including type, location and tenancy mix) to generate a balanced source of income which complements the existing investment assets
 - (f) Geographic Location - Property Investments are not restricted to the City of Sydney Local Government Area
 - (g) Development - The City may engage in development activities in order to generate an investment return. This may be through either new developments or refurbishing and repositioning existing Investment Property
 - (h) Market Value Range for Acquisition and Hurdle Rate - The City will target Property Investment with a market value range in the order of \$30m to \$150m. Investment returns, ie Net Yield, from new acquisitions should exceed a hurdle rate of 4% pa

Performance Reporting

11. A confidential annual report will be provided to Council summarising its Investment Property Portfolio performance (post receipt of the annual valuations) which will consider priorities and opportunities for the portfolio in addition to monitoring financial performance.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

12. 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. This policy is aligned with the following strategic directions and objectives:
- Direction 1 - Responsible governance and stewardship - specifically expanding revenue from commercial operations and the property portfolio.

Risks

13. This approach is within the City's risk appetite, which states:
- We recognise the need to strike a balance between risk taking and risk aversion to ensure the sustainable management of infrastructure, assets and their long-term resilience.
14. The adoption of the Policy will minimise any risk to the long-term sustainability of Investment Property Portfolio and ensure secure income streams to support the exercise of council's statutory functions.

Environmental and Social Responsibility

15. Environmental and social responsibility are to be considered on the same basis as other risks and opportunities within the Investment Property Portfolio. The City's preference is to avoid transactions with lessees engaged in socially and environmentally harmful activities.

Financial Implications

16. Council's investment property income represents a substantial income stream. Anticipated returns are estimated and included in the City's Long Term Financial Plan.
17. The City's long-term aim is to optimise the level of income derived from investment property, to support the anticipated additional demand for community services, and to ensure that the burden of the City's operational costs are not borne solely by the ratepayer.

Relevant Legislation

18. The City's Investment Properties are classified as "operational land" in accordance with Section 25 of the Local Government Act 1993.
19. Section 186 of the Local Government Act 1993 allows a council acquire land for the purpose of exercising any of its functions.

Critical Dates / Time Frames

20. The City will also undertake a review of the Policy every 4 years from adoption.

KIM WOODBURY

Chief Operating Officer

Scott Young, Development Manager

Attachment A

Investment Property Policy

Investment Property Policy

Purpose

The Investment Property Policy (the Policy) sets out the requirements for the management of the City of Sydney's (the City's) Investment Property portfolio. The City requires that all investment activities be exercised with care, diligence and skill and not for speculative purposes.

The policy sets the framework to realise the City's Investment Property revenue objectives which align with broader principles of financial sustainability and enable the City to discharge its functions which include the provision of goods, services, facilities and other activities for the community and the wider public. It reinforces the City's ongoing commitment to maintain a conservative and diversified income base to reduce the burden on ratepayers for funding all of the City's operations.

A diversified income base lessens the significant constraint placed on the City's income by the current NSW rate pegging mechanism. Investment property income, arising through acquisitions and the repositioning of existing assets, is one of the few opportunities available to assist the City in generating significant revenue outside rates and annual charges to enable the City to discharge its functions under the Local Government Act. Augmenting operating income also enhances the City's performance against key metrics set by the Office of Local Government that aim to measure financial sustainability.

Strategic investment in property assets can provide the City with stable income streams over the longer term, while securing the value of funds invested in an underlying asset that has historically appreciated over time. In appropriate circumstances, investment in property offers financial advantage over term (cash) investments placed with financial institutions under the City's Investment Policy.

The policy provides for the investment objectives and actions, whilst recognising that the City's Investment Property horizon is over the long term, reflecting the relatively illiquid nature of Investment Property.

Scope

This policy applies to the City's Investment Property holdings, comprising those properties owned by the City that constitute 'Investment Property' under Australian Accounting Standard AASB140. It applies to all managers and employees who actively manage the City's Investment Property or have responsibility for employees who actively manage the City's Investment Property.

Properties held by the City for its own operations/administration, community purposes or other specific strategic purposes are outside the scope of AASB140 and this Policy. Certain City-owned properties held to satisfy longer term strategic outcome generate rental income on commercial terms in the interim, but are not considered to be Investment Property, as the primary objective for holding the property is not for rental income or capital appreciation.

Definitions

The following definitions are referred to in this policy:

Term	Meaning
AREIT	An Australian Real Estate Investment Trust.
Due Diligence	An investigation of the legal, financial, environmental, and physical nature and characteristics including the entitlements and liabilities to and arising from, a real estate asset or assets, usually for acquisition or compliance purposes.

Term	Meaning
GLA	Gross Lettable Area - used for calculating tenancy areas in industrial and retail properties.
Investment Property	As defined by AASB140, property (land or a building, or part of a building, or both) held by an entity to earn rentals and/or for capital appreciation.
Market Value	Market value is the estimated amount for which an asset should exchange on the date of valuation between a willing buyer and a willing seller in an arm's length transaction and proper marketing, wherein the parties each act knowledgeably, prudently and without compulsion.
Net Revenue	Gross Revenue less the costs associated with the source of revenue. In terms of rental property revenue, it is the total rent paid by a tenant to the real property owner less the amounts paid incurred as a consequence of owning the property.
NLA	Net Lettable Area - Used to calculate tenancy areas for office tenants.
Real Property	All the rights, interests, and benefits related to the ownership of real estate. Real property is a legal concept distinct from real estate which is the physical asset.
REIT	Real Estate Investment Trust - business trust or corporation that is usually traded publicly and manages a portfolio of real estate to earn profits for shareholders. Patterned after investment companies, REIT's make investments in a diverse array of real estate assets.
Yield	Measure of revenue on an investment, calculated by dividing the net rental revenue by the book value of the asset. It is usually the derived percentage return of a property assessed from the net revenue and the market value or price.
WALE	Weighted Average Lease Expiry - The weighted average lease term remaining to expire across a portfolio. WALE can be weighted by rental revenue or square meters.

Policy Statement

The City's objectives for the Investment Property portfolio are to:

- ensure a stable source of recurrent income and returns in the long term to enable the City to discharge its statutory functions.
- safeguard and enhance existing property revenue levels and achieve an optimal diversified total investment portfolio taking into account cash investments and Local Government regulatory restrictions on investment.
- optimise income from those assets and long term capital growth.
- undertake appropriate asset renewal and repositioning.
- grow property revenue to support long term financial stability; and
- further diversify and strengthen its revenue base.

These objectives are met through the prudent asset management of the Investment Property portfolio.

Investment property governance and responsibilities

The following governance mechanisms are in place to ensure adequate governance and allow transparent and clear performance measurement for the management, acquisition and disposal of the City's Investment Property:

- Asset Management
- Financial Planning and Cash-flow Management
- Delegated Authorities and Investment Responsibilities

- Land Classification of Investment Property and Accounting Treatment
- Investment Criteria
- Performance Reporting
- Audit Oversight
- Environmental and Social Responsibility

These governance mechanisms are explained in more detail below.

Asset Management of Investment Property

The City's aim in managing the Investment Property Portfolio is to strategically position individual properties to deliver optimal and sustainable investment returns. The City utilises a management model with asset managers overseeing the property and facilities management functions.

Financial planning and cash-flow management

The City's Long Term Financial Plan (the Plan) identifies the City's current and future financial capacity to continue delivering high quality services, facilities and infrastructure to the community while undertaking the initiatives and projects that will contribute toward the goals set out in the Community Strategic Plan, *Delivering Sustainable Sydney 2030-2050*.

Financial modelling that underpins the Plan assists to identify potential opportunities for strategically advantageous investments of accumulated cash balances into commercial property. Where allowances are made for future investment acquisitions, associated increases to rental income are also modelled in the Plan, underpinning the City's Net Operating Result in the long term.

Though the Plan may incorporate provisional allowances for investment property acquisitions, opportunities that result in specific development, acquisition and/or divestment recommendations are brought to Council individually as they arise, for review and consideration.

The City's Investment Policy (and Strategy) focuses on managing surplus funds in the short and medium term, setting parameters for fixed-term investments that aim to maximise interest returns whilst maintaining a maturity profile that allows the City to meet operational liquidity requirements. By contrast, the City's investments in property (as guided by this Policy) take a longer-term view, with the goal of achieving both additional stable rental returns and capital growth in asset values.

Monthly, quarterly and annual financial reporting are utilised by staff to monitor the City's returns from Investment Property, and performance against budget, throughout the year.

Use of Debt

The City presently has nil debt. Any Investment Property income generated through using debt, would be largely offset by the debt servicing costs. Unlike a commercial entity the City cannot derive any tax benefits from the use of debt financing.

The City may strategically use debt for Investment Property transactions. Use may be limited to concluding transactions where required, when permanent funding is imminent from a preferable source.

Delegated authorities and investment responsibilities

Delegations – Acquisition and Divestment

The elected Council is the decision maker in relation to all property acquisitions and divestments, including those related to Investment Property.

To achieve the best value for the City in property investments and divestments, recommendations will consider:

- forecast revenue and outgoings;
- property specific risks;

- tenancy covenant/s and rental returns;
- current and future capital works requirements;
- management requirements; and
- both opportunistic and synergistic acquisitions and disposals.

A minimum of two independent valuations supporting the acquisition/disposal are obtained to verify the appropriateness of the proposed purchase/disposal price.

Delegations – Management

Authority for the management of the City's Investment Property is delegated by Council to the Chief Executive Officer in accordance with the Local Government Act 1993 and the Delegations of Authority from Council to the CEO (as amended from time to time). Transactions which would exceed delegated authority are recommended to Council for decision.

Conflict of interest

Council officials are required to comply with the City's Code of Conduct and Conflicts of Interest Policy and must not engage in activities that would conflict with the proper execution and management of the City's Property Investments. Any real, perceived or potential conflicts of interest should be appropriately disclosed and managed in accordance with the City's Code of Conduct and conflicts of Interest policy.

Land Classification of Investment Property and Accounting Treatment

Land Classification of Investment Property (Local Government Act)

The City's Investment Properties are classified as "operational land" in accordance with Section 25 of the Local Government Act 1993. Under an operational classification, the City has the right to develop the land, create interests through leases, licences, easements and to dispose of the land.

Accounting Classification and Treatment of Investment Property (Australian Accounting Standards)

In accordance with accounting standard *AASB 140 – Investment Property*, the City defines Investment Property for accounting purposes as:

"Property (land or a building, or part of a building, or both) held by an entity to earn rentals and/or for capital appreciation"

In applying this definition, the primary purpose for holding the property is considered. Properties held by the City for its own operations and administration purposes, community purposes or other specific strategic purposes are outside of the scope of this definition and this Policy. Certain City-owned properties currently generate commercial rental income, but are not considered to be investment property, as the primary objective for holding the property is not for rental income or capital appreciation.

Properties may be recorded as investment property at the time of acquisition, or transferred into the asset class at a later date, should the strategy for the property change. Similarly, properties may be transferred out of Investment Property, in cases where the primary objective for holding the property is no longer to earn rental income and/or capital appreciation. Where it is proposed to change the accounting classification of a property, recommendations are reviewed and reported to Council via changes in the Annual Financial Statements.

The City's strategy for the acquisition and holding of Investment Property is to optimise the rental returns and to collect contractual cashflows from the City's Lessees (i.e. rent), rather than to regularly trade assets in order to make a profit.

Changes in Investment Property valuations are shown in the City's Income Statement in the annual financial statements as net gains or losses. These adjustments to book values are only realised at the time a property is sold/divested.

Investment criteria

This section sets out the criteria for investments to be considered for inclusion within the City's Investment Property at time of acquisition. It is noted that the criteria are considered as a whole and are not individually weighted.

Criteria

Scope

Investments must comply with the legislative requirements and regulations relevant to the City's strategy for revenue growth.

Currency

Property Investments must be denominated in Australian Dollars.

Ownership

Real Property Investments must be held in the name of Council of the City of Sydney. The City does not invest in REIT's or AREIT's.

Synergy

Where applicable acquisition decisions will consider the synergistic benefit to existing assets owned by the City.

Type of Investments and Rental Returns

The City will invest in Property Investments which provides an appropriate commercial return and capital growth potential. The overall mix of assets will be diversified (including type, location and tenancy mix) to generate a balanced source of income which complements the existing investment assets.

Geographic Location

Property Investments are not restricted to the City of Sydney Local Government Area.

Development

The City may engage in development activities in order to generate an investment return. This may be through either new developments or refurbishing and repositioning existing Investment Property.

Market Value Range for Acquisition and Hurdle Rate

The City will target Property Investment with a market value range in the order of \$30m-\$150m. Investment returns, ie Net Yield, from new acquisitions should exceed a hurdle rate of 4% pa.

Performance Reporting

Investment performance is monitored against financial budgets for each Investment Property. The actual revenue received is compared to monthly and annual budgets for a financial year, to facilitate informed asset management decisions and to support accurate financial year forecasting. This enables the financial performance of each Investment Property to be quantified as well and the portfolio as a whole.

The City uses independent valuers to determine the "fair value" of each investment property annually. This allows capital performance to be compared with prior years.

The City will provide a Confidential annual report to Council summarizing its Investment Property performance (post receipt of the annual valuations) which will consider priorities and opportunities for the portfolio in addition to monitoring financial performance. The report to Council will include (but is not limited to):

- the total value of the Investment Property portfolio
- a complete schedule of all property investments within the portfolio
- the net income of the portfolio
- net income for the year versus budget
- the weighted average lease expiry (WALE)
- a summary of current vacancies
- major lease expiries
- commentary on portfolio performance and current property investment environment, and

- any other matters relevant to the portfolio as a whole.

Review of Investment Property Policy

The City will also undertake a review of its Investment Property Policy every four years from adoption. Should there be any significant legislative changes or if the property market conditions change to a degree that warrant an earlier examination, the Policy will be reviewed earlier and brought back to Council for consideration.

Audit Oversight

The City's external auditors will review the annual independent valuations of the City's Investment Property as part of the Annual Financial Reports.

The City's Internal Audit unit will also periodically review the adequacy of the Investment Property Policy and internal controls as part of its audit review program.

Environmental and Social Responsibility

For cash investments, subject to compliance with legislation and investment policy objectives and parameters, the City prefers investment securities and financial institutions that meet our socially responsible investments (SRI) criteria. The criteria for SRI are all preferred and not mandatory requirements.

This philosophical approach is mirrored within the Investment Property Policy when considering new lessees, acquisitions and divestments. Environmental and social responsibility are to be considered on the same basis as other risks and opportunities within the Investment Property Portfolio. The City's preference is to avoid transactions with lessees engaged in the socially and environmentally **harmful** activities listed below:

Environmentally **harmful** activities are considered to be:

- production of pollutants, toxins and greenhouse gases (coal, oil and gas)
- habitat destruction, especially destruction of forests and marine eco-systems.
- nuclear power
- uranium mining

Socially **harmful** activities are considered to be:

- abuse of Human Rights and Labour Rights
- involvement in bribery/corruption
- production or supply of armaments
- manufacture of alcohol, tobacco or gambling products

References

Laws and Standards

- Australian Accounting Standards
- Office of Local Government – Local Government Code of Accounting Practice & Financial Reporting
- Office of Local Government Circulars
- Local Government (General) Regulation 2021
- Local Government Act 1993

Policies and Procedures

- Investment Policy
- Code of Conduct
- Conflict of interest Policy
- Disciplinary Policy & Procedures
- Public Interest Disclosure Policy
- Register of Delegations from Council to CEO
- Register of Delegations from CEO to Directors and staff

Review period

This policy will be reviewed every four years.

Approval Status

The Council approved this policy on TBA

Approval History

Stage	Date	Comment	TRIM Reference
Investment Property Policy	TBA	Approved by Council	TBA

Ownership and approval

Responsibility	Role
Author	Development Manager
Owner	Chief Operating Officer
Endorser	Chief Executive Officer
Approver	City of Sydney Council

Attachment B

Investment Property Portfolio List

Investment Property Portfolio Listing as at May 2025

Property Address
343 George Street, Sydney
4B-4F Huntley Street, Alexandria
46-52 Mountain Street, Ultimo
2-8 Kelly Street, Ultimo
4 Huntley Street, Alexandria
4 Doody Street, Alexandria
137-155 Palmer Street, Darlinghurst (*)
1 Elizabeth Bay Road, Kings Cross
218-222 King Street, Newtown
106-112 Erskineville Road, Erskineville

(*) Under Review

Item 10.**Audit, Risk and Compliance Committee - Appointment of New Chair**

File No: S083523

Summary

Council's Audit Risk and Compliance Committee (the Committee) plays an important role in the City's governance framework. It provides Council with independent oversight and monitoring of the City's audit, compliance, and risk processes and its other internal control activities.

The primary objectives of the Audit Risk and Compliance Committee (ARCC) are to:

- (a) assist the Council in discharging its responsibilities in relation to:
 - (i) financial reporting practices
 - (ii) business ethics, policies and practices
 - (iii) accounting policies
 - (iv) risk management and internal controls and
 - (v) compliance with laws, regulations, standards and best practice guidelines and
- (b) ensure the integrity of the internal audit function.

The terms of 2 independent members will expire on 30 June 2025. The City would like to acknowledge the contributions of these departing Committee members, Elizabeth Crouch AM and Carolyn Walsh, for their input to the work of the Committee. Elizabeth Crouch, the immediate past chairperson, has been a member since 2013 and Carolyn Walsh, the current chairperson, joined the Committee in 2014.

Stephen Horne was appointed to the Committee on 1 January 2024 (following Council endorsement of his appointment on 11 December 2023). He meets the criteria for appointment to the chair role under section 216D of the Local Government (General) Regulation 2021.

The current chair has nominated Mr Horne as her replacement and confirmed that Mr Horne will accept the role of chairperson of the Audit Risk and Compliance Committee, should Council appoint him. This proposed appointment was discussed and unanimously agreed to at the meeting of the Committee on 27 March 2025.

Recommendation

It is resolved that:

- (A) Council acknowledge and thank Elizabeth Crouch AM and Carolyn Walsh for their valuable service on the Audit, Risk and Compliance Committee;
- (B) Council appoint Stephen Horne as the incoming chair of the Audit Risk and Compliance Committee for a 3-year term, commencing 1 July 2025, as recommended by the current Chair, and ending on 31 December 2028, when his current term will end; and
- (C) Council note that Audit, Risk and Compliance Committee members can be reappointed by Council for a further 4-year term, subject to performance appraisal. The total period of continuous membership on the Audit ,Risk and Compliance Committee cannot exceed 8 years in any 10-year period (i.e. 2 terms). This includes any term as Chair of the Audit Risk and Compliance Committee.

Attachments

Attachment A. Stephen Horne - Brief CV

Background

1. Council's Audit, Risk and Compliance Committee (the Committee) plays an important role in the City's governance framework. It provides Council with independent oversight and monitoring of the City's audit, compliance and risk processes and its other internal control activities.
2. The Committee complies with the Director General's Guidelines for the purposes of section 23A of the Local Government Act 1993 and reports to Council through the Corporate, Finance, Properties and Tenders Committee.
3. The Committee operates under the Audit, Risk and Compliance Committee Charter, which provides for appointments for independent external members for a 4-year period, in line with the draft Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW (December 2022).
4. The primary objectives of the City of Sydney Audit Risk and Compliance Committee (ARCC) are to:
 - (a) assist the Council in discharging its responsibilities in relation to:
 - (i) financial reporting practices
 - (ii) business ethics, policies and practices
 - (iii) accounting policies
 - (iv) risk management and internal controls and
 - (v) compliance with laws, regulations, standards and best practice guidelines and
 - (b) ensure the integrity of the internal audit function.
5. The terms of 2 independent members will expire on 30 June 2025. It is appropriate for Council to acknowledge the contributions of these departing Committee members, Elizabeth Crouch AM and Carolyn Walsh, for their input to the work of the Committee. Elizabeth Crouch, the immediate past chairperson, has been a member since 2013 and Carolyn Walsh, the current chairperson, joined the Committee in 2014.
6. Under s 216D of the Local Government Regulation 2021 Council must be reasonably satisfied of the following matters prior to appointing a person as chairperson of the Committee:
 - (a) The person has leadership qualities
 - (b) The person is able to promote effective working relationships in complex organisations
 - (c) The person is able to communicate complex and sensitive assessments in a tactful way
 - (d) The person has a sound understanding of good organisational governance
 - (e) The person is able to understand local government accountability, including financial reporting

- (f) The person has a sound understanding of the business of council or the environment in which it operates
 - (g) The person has a sound understanding of the council's internal audit operations, including the selection and review of the internal audit co-ordinator for the council
 - (h) The person has a sound understanding of risk management principles
 - (i) The person has extensive senior level experience in governance and management of complex organisations
 - (j) The person is eligible to be appointed as an independent member of the Committee and
 - (k) The person is not an employee of a council or a joint organisation.
7. Stephen Horne was appointed to the Committee on 1 January 2024 (following Council endorsement of his appointment on 11 December 2023). A short version of his CV is included at Attachment A.
8. The current chair has nominated Mr Horne as her replacement and confirmed that Mr Horne will accept the role of chairperson of the Audit Risk and Compliance Committee, should Council appoint him. This proposed appointment was discussed and unanimously agreed to at the meeting of the Committee on 27 March 2025.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

9. 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. This plan is aligned with the following strategic directions and objectives:
- (a) Direction 1 - Responsible governance and stewardship – The Regulation requires the appointment of an independent chairperson. As the term of the current chairperson ends on 30 June 2025, by approving the new chairperson will allow us to meet our responsibilities for governance and stewardship.

Risks

10. Breach of compliance with the requirements of the Local Government (General) Regulation 2021 and associated documents to have an established audit, risk and improvement committee (referred to as the ARCC) comprising an independent chairperson and at least two independent members who have voting rights.
11. The City's risk tolerance is guided by the principle that we comply with our legal and regulatory requirements and this recommendation reflects our risk appetite.

Financial Implications

12. The Chair and independent members of the Audit Risk and Compliance Committee are paid in accordance with the NSW Treasury Prequalification Scheme, November 2021. The payment of these funds is provided for in the City's budget.

Relevant Legislation

13. Local Government Act 1993, s428A.
14. Local Government (General) Regulation 2021.

Critical Dates / Time Frames

15. The new Chairperson must be appointed by 1 July 2025. The appointment of the new Chair will be formalised through a letter of appointment issued by the Lord Mayor prior to that date.
16. Stephen Horne's appointment will continue until 31 December 2028. Any further appointment will be the subject of a future report to Council.

KIRSTEN MORRIN

Executive Director Legal and Governance

Debra Marschall, Audit and Administration Coordinator

Attachment A

Stephen Horne, Brief CV

Stephen Horne

Serving as a non-executive director since 2016, Stephen has developed a portfolio of audit committee experience spanning the Commonwealth, NSWG, NSW Local Government and Victorian Local Government sectors. Stephen has served on 23 different audit & risk committees, and has trained over 300 people in best practices for ARCs. Stephen previously served for 38 years in the NSW public sector, including roles of NSW Assistant Auditor-General (Performance Audit) and Chief Executive of the Internal Audit Bureau (IAB).

Stephen is a qualified Company Director (GAICD), Governance Professional (FGIA, FCG, CGP), certified internal auditor (PFIIA, CIA, CGAP), is certified in risk management assurance (CRMA), has a business degree and postgraduate qualifications in management, management communications and fraud control.



Item 11.

Continuing the Transformation of Central Sydney – Delivery of Town Hall Square

Document to Follow

Item 12.

Project Scope – Sydney Square Renewal

Document to Follow

Item 13.**Tender - T-2024-1323 - Comingled Recyclables Processing Service**

File No: X112134

Tender No: T-2024-1323

Summary

This report provides details of the tenders received for Comingled Recyclables Processing Service.

Comingled Recyclables includes items residents can place in their kerbside yellow bin such as household food and cleaning plastic containers, glass bottles and jars, paper products and metal cans. The selected tenderer will provide processing services for residential comingled recycling (yellow-lid bins) and paper and cardboard processing collected from residential recycling drop-off locations and events.

This report requests approval to accept Tenderer A for the Comingled Recyclables Processing Service for an initial period of five years with the option of two extensions, each of two years.

Recommendation

It is resolved that:

- (A) Council accept the tender offer of Tenderer A for Comingled Recyclables Processing Service for the Schedule of Rates outlined in Confidential Attachment B to the subject report and in accordance with the approved annual budget for a period of 5 years, with 2 options of an extension of 2 years each, if appropriate;
- (B) Council note that the total contract sum and contingency for Comingled Recyclables Processing Service is outlined in Confidential Attachment A to the subject report;
- (C) authority be delegated to the Chief Executive Officer to finalise, execute and administer the contracts relating to the tender; and
- (D) authority be delegated to the Chief Executive Officer to exercise the options referred to in clause (A), if appropriate.

Attachments

Attachment A. Tender Evaluation Summary (Confidential)

Attachment B. Schedule of Rates (Confidential)

Background

1. The City has committed to ambitious resource recovery targets of 90% waste diverted from landfill by 2030 in its Leave Nothing to Waste Strategy, 2017-2030. To help achieve this, the City procures processing of recyclables (yellow bin) services to achieve recovery of recyclables collected from residents.
2. Following a tender process, on 24 October 2016, Council resolved to reject the tender submissions and delegate authority to the Chief Executive Officer to enter into a contract subject to the conclusion of negotiations. On 6 October 2017, based on the satisfactory outcome of negotiations, the Chief Executive Officer approved entering into a contract with Visy Paper Pty Ltd for the processing of recyclables and commenced on 1 April 2018 for a term of 5 years with an additional 3 one-year terms based on performance. The contract is due to expire on 30 June 2025.
3. The City's waste collection contractor collects approximately 13,000 tonnes of recyclables each year. The recyclables are generated from residential kerbside yellow bins and from City-run recycling events. Recyclable items include:
 - (a) Plastic items such as soft drink bottles, milk bottles, laundry detergent containers, shampoo bottles, yoghurt tubs and fruit punnets
 - (b) Metal container items such as aluminium cans, steel cans, aluminium foil balls and empty aerosol cans
 - (c) Glass bottles and jars
 - (d) Paper products such as newspapers, magazines, letters and envelopes
 - (e) Cardboard products such as egg cartons and pizza boxes.

Invitation to Tender

4. The Request for Tender was released via Tenderlink on 27 November 2024 and closed 10 weeks later on 4 February 2025.
5. The tender was also available on Supply Nation and the NSW Indigenous Chamber of Commerce websites via their member opportunity board.

Tender Submissions

6. Three submissions were received from the following organisations:
 - Cleanaway Pty Ltd (ABN 79 000 164 938)
 - Re.Cycle Operations Pty Ltd trading as Re.Group (ABN 29 656 197 134)
 - Visy Paper Pty Ltd trading as Visy Recycling (ABN 49 984 541 896).
7. No late submissions were received.

Tender Evaluation

8. All members of the Tender Evaluation Panel have signed Pecuniary Interest Declarations. No pecuniary interests were noted.
9. The relative ranking of tenders as determined from the total weighted score is provided in the Confidential Tender Evaluation Summary – Attachment A.
10. All submissions were assessed in accordance with the approved evaluation criteria being:
 - (a) company information and alignment to the City's values
 - (b) modern slavery
 - (c) capacity to maximise resource recovery and minimise disposal to landfill
 - (d) proposed facilities, facility locations, technology and methodologies
 - (e) demonstrated and technical ability to carry out the services
 - (f) financial integrity
 - (g) insurances
 - (h) schedule of prices.

Performance Measurement

11. Upon entering into a contract, the City will ensure performance standards are monitored against the following specific key performance indicators:
 - (a) facility operation including operating hours and turnaround times
 - (b) adherence to procedures as detailed in the contract
 - (c) reporting accuracy and timeliness
 - (d) service provider representative availability
 - (e) recovery rates for facilities
 - (f) compliance with Work Health and Safety and laws.

Financial Implications

12. There are sufficient funds allocated for this project within the current year's operating budget and future years' forward estimates.
13. The total contract sum and contingency for Comingled Recyclables Processing Service is detailed in Confidential Attachment A.

Risk

14. The comingled recyclables processing service for City of Sydney residents is provided by an external supplier, traditionally sourced through the City's tender procurement practice. While this approach offers benefits, such as quality industry practice due to market competition, it also presents risks due to a limited market size and limited number of processing facilities.
15. The City of Sydney mitigates these risks through proactive contract management with all impacted services delivery partners, conducting thorough reviews of contract management operational documents, designing contract terms in the procurement stage to align with the City's needs, and ensuring appropriate delivery timelines. Additionally, the City fosters strong, professional relationships with suppliers, enabling open communication to ensure service delivery meets community needs while also driving continuous improvements.
16. This approach is within the City's risk appetite, which states:
 - (a) We identify and evaluate emerging risks to ensure timely and appropriate response.
 - (b) We encourage a culture of responsible risk taking to support innovation, excellence and continuous improvement.
 - (c) We comply with our legal and regulatory requirements.

Relevant Legislation

17. The tender has been conducted in accordance with the Local Government Act 1993, the Local Government (General) Regulation 2021 and the City's Procurement and Contract Management Policy.
18. This tender was for the procurement of "domestic or other waste management services" under Part 7 of the Local Government (General) Regulation 2021. The City was required to take steps to ascertain the details of individual employees currently providing the service and the terms on which they were employed. As the City was not able to obtain this information, the information was not included in the tender proposal documents.
19. Local Government Act 1993 - Section 10A provides that a council may close to the public so much of its meeting as comprises the discussion of information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.
20. Attachments A and B contain confidential commercial information of the tenderers and details of Council's tender evaluation and contingencies which, if disclosed, would:
 - (a) confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business; and
 - (b) prejudice the commercial position of the person who supplied it.

21. Discussion of the matter in an open meeting would, on balance, be contrary to the public interest because it would compromise Council's ability to negotiate fairly and commercially to achieve the best outcome for its ratepayers.

Critical Dates / Time Frames

22. The current contract for Comingled Recyclables Processing Service expires 30 June 2025.
23. The proposed contract is for a period of 5 years (commencing 1 July 2025), with 2 available extension options for 2 years each, if appropriate.
24. It is intended to sign the new agreement with Tenderer A prior to the contract commencement to ensure service delivery.

Options

25. An alternative option is to not proceed with this tender. This option is not recommended because residents expect that their separated recycling is processed correctly and not sent to landfill. Not proceeding would mean kerbside yellow bin recycling would be disrupted by sending the material to landfill, resulting in undesirable environmental outcomes.

Public Consultation

26. No public consultation has been undertaken.

VERONICA LEE

Executive Director City Services

Millie Saddleton, Contract Specialist - City Cleansing and Resource Recovery

Sash Vasilevski, Contracts and Procurement Manager - City Cleansing and Resource Recovery

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By virtue of the Local Government Act 1993 Section 10A Paragraph 2

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