

10 November 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. City of Sydney, 2024/25 Annual Reporting and Public Presentation of the 2024/25 Financial Statements and Audit Reports to Council**
- 4. 2025/26 Quarter 1 Review – Delivery Program 2025-2029**
- 5. Investments Held as at 31 October 2025**
- 6. Review of the Investment Policy and Strategy**
- 7. Post Exhibition - Naming Proposal - Daranggara Park, Camperdown**
- 8. Post Exhibition - Naming Proposal - Ngana Gili Plaza, Sydney**
- 9. Post Exhibition - Naming Proposal - Wiryagan Place, Alexandria**
- 10. Minister's Consent Compulsory Acquisition - 542-544 George Street, Sydney**
- 11. Sub-Lease Approval - Cathedral Car Parking Station - 2 Cathedral Street, Sydney**
- 12. Tender - T-2025-1694 - Insurance Broking and Related Services**
- 13. Exemption from Tender - Bay Street East Depot - Competitive Design Process for Engagement of Head Design Consultant**
- 14. Exemption from Tender - IT Licence, Subscription, Maintenance and Support Contracts**

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.

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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 20 October 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.

Attachment B

**Annual Report 2024/25 – Delivery Program
2022–2026 annual progress report**

Delivery Program 2022-2026 Progress Report



Annual Report
2024/25

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Cover image: George Street transformation, City Centre – Photo by Mark Metcalfe / City of Sydney



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

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

Message from the Lord Mayor

In the last financial year, prudent management enabled us to deliver major capital works and a full program of environmental, social, cultural and economic initiatives while keeping our rates among the lowest in metropolitan Sydney.

That disciplined, long-term investment is visible across our local government area, from new and renewed parks and playgrounds to upgraded streets and facilities that make Sydney more accessible, sustainable and welcoming for all.

A cornerstone of our approach is partnering to deliver world-class community infrastructure.

In Green Square, our jointly funded project with the NSW Department of Education is nearing completion on the former Royal South Sydney Hospital site at Joynton Avenue, with an anticipated opening by the end of October 2025. This landmark project combines a new primary school with high-quality, flexible community spaces. Two dedicated multipurpose rooms will have their own Zetland Avenue entrance for community access at all times, while the school will also make available 2 further large multipurpose spaces, an outdoor court and a courtyard for hire and casual use at night and on weekends. It is a model of shared, efficient civic infrastructure, maximising access, inclusion and value for the community we serve.

Across the city, we pressed ahead with our public domain upgrades to create greener, safer and more walkable streets.

Working closely with Transport for NSW, we advanced pedestrianisation on George Street, delivering the remaining sections of the boulevard between Hunter and Alfred Streets and progressing works around Margaret Street. We improved the Loftus Street and Reiby Place intersection with a

continuous footpath and commenced planning for the upgrade of Sydney Square and the future Town Hall Square development – projects that will form a more generous civic heart for our city.

We continued our Central Business District Streetscape Improvement program, laying new granite paving on Clarence and York Streets, installing smart poles and LED lighting on Clarence Street, and upgrading traffic lanterns at Barrack and York. On Crown Street, our transformative upgrade is nearing completion, widening footpaths, adding trees, greening and new street furniture in line with our walking strategy, turning a busy corridor into a people-first main street.

Pavements and roads were renewed at record levels. We rehabilitated 46,831m² of roadway – the most in a single year since 2015/16 – and renewed 13,447m² metres of footway, including the major shared-zone project at Wilson Plaza, Redfern, improving safety and access for pedestrians, cyclists and drivers. We installed a further 1,816 m² of new granite infill paving, consolidating the city's high-quality public realm.

Our commitment to place-making extended to some of Sydney's most cherished neighbourhoods.

In Dixon Street, Haymarket, we restored the iconic Chinatown Ceremonial Gates and gifted them back to the community at a ceremony on 14 June. This meticulous conservation used authentic techniques and materials, replacing concrete lion statues with granite figures, renewing glazed ceramic roof tiles, adding 8 phoenix icons and 8 dragon panels, restoring etched marble, and refinishing timber and concrete elements. The restoration heralds a broader \$44 million revitalisation of the Haymarket precinct, with public domain works to commence from mid-

2025 – honouring heritage while preparing the precinct for a vibrant future.

We also invested in the spaces where people play, gather and get active.

Our synthetic sports field at Perry Park officially opened in July and is available 7 days a week. By balancing City-run programs with community and club hire, we are maximising diversity of use and year-round utilisation.

We completed upgrades to McKee Street Reserve and Playground in Ultimo, improving accessibility, seating and landscaping and expanding the community garden. Woolloomooloo Playground was renewed to support inclusive, all-ages play with better lighting, passive surveillance and durable materials. In Surry Hills, Fanny Place Playground was completed in February 2025 with new gardens, irrigation, signage, a swing set and better links through to Bourke Street. We also opened upgrades at Douglas Street Playground, Arthur Street Reserve, and James Watkinson Reserve in Pyrmont.

At Victoria Park Pool, essential works were completed in October, transitioning heating to 100% renewable electricity with efficient electric heat pumps, resurfacing the toddler pool, improving air-conditioning and upgrading customer areas. This has lifted comfort, experience and sustainability in one of our most beloved aquatic centres.

And to better welcome visitors, we refurbished the Customs House visitor information centre in early 2025 with clearer wayfinding, a new digital content screen, and self-serve iPads supporting our face-to-face services and ambassador programs across key arrival points.

Our transport and streets program continues to shift Sydney to cleaner, safer and more efficient ways of getting around.

We strongly supported the new Sydney Metro when it opened in the second half of 2024 and advocated for increased services, both in frequency and in earlier and later operating hours. Walking continues to surge – pedestrian counts in 2024/25 are 52% higher than our November 2021 baseline. We accelerated our active transport network with work starting on cycleways along Oxford and Liverpool Streets, the Ashmore to Green

Square Connector, and Wellington Street. We completed the Castlereagh Street link and the Glebe-to-Ultimo route via Kelly and Mary Ann Streets. In total, we delivered 2.15 kilometres of new separated cycleways and 3.87 kilometres of new on-road facilities this year. Since we began counting in 2010, bike trips are up 187%.

Through submissions and evidence to NSW parliamentary and policy processes on e-micromobility, the Roads Act Review and the Net Zero Commission, we continued to make the case that walking, cycling and public transport are the safest, healthiest and fastest way to shrink transport emissions.

With TfNSW funding and approval, we completed our speed-limit program. All local and regional roads in the city are now 40 km/h, with major conversions in November 2024 across Forest Lodge, Camperdown, Beaconsfield, Rosebery, Waterloo, Alexandria, Redfern, Moore Park and Glebe, reducing trauma risk and making streets feel more humane.

Action on climate and waste remains central to our work.

We expanded our network of community recycling stations to 20 across 18 locations so that 85% of residents have one within a 10-minute walk. In 2024/25, these stations recovered 3 tonnes of materials, including batteries, mobiles, light bulbs, small electronics, vapes and, from June 2025, blister packs.

We delivered 362 waste-avoidance activities engaging 5,425 people through workshops, clothing swaps, info pop-ups in 36 locations and activations at social housing events. Twenty-nine apartment buildings representing 3,567 households received bespoke advice through our Recycle Helper Service, while searches on our redesigned Recycling Help tool rose 208%.

Our food-scrap recycling now serves more than 23,200 households with over 2,600 tonnes diverted from landfill to date. We are also trialling insect-farming processing: in the first 6 months, 226 tonnes of food scraps produced about 11 tonnes of insect protein for animal feed and 57 tonnes of frass as fertiliser, drawing strong interest from industry and other councils.

We continued to back community-led sustainability, awarding 35 environmental grants valued at \$604,900, from energy- and water-efficiency assessments in apartment buildings to innovation in recycled textile yarn and projects that embed nature and First Nations Caring for Country knowledge in our neighbourhoods.

Our creative city agenda progressed on several fronts.

We initiated a Creative Land Trust feasibility study with the NSW Government to explore a vehicle for delivering cultural space at scale, while maintaining a strong pipeline of affordable creative spaces – now 39 venues supporting up to 101 creative and cultural organisations, including City of Sydney Creative Studios operated by Brand X, City Recital Hall and the William Street Creative Hub.

At 119 Redfern Street, our Aboriginal Knowledge and Culture Centre opened in May and has quickly become a vibrant home for community groups, exhibitions and cultural events. The project, delivered by Aileen Sage with Djinjama, Jean Rice and Noni Boyd, won the 2024 Sustainability Awards' Adaptive Reuse category, demonstrating that heritage buildings can be made physically and psychologically welcoming for First Nations communities.

Regional resilience also remains a priority.

In April we launched the Resilient Sydney Strategy 2025–2030, setting a shared agenda for sustainability, equity, community connection, emergency preparedness and trusted governance. In June the Global Resilient Cities Network recognised the strategy's depth and inclusive engagement. Through Resilient Sydney and the Regional Organisations of Councils, we are advocating for stronger regional outcomes on waste, water and net zero.

Our night-time economy and city activation programs are bringing people back to our centres and main streets.

Working with the NSW Office of the 24-Hour Economy Commissioner, we advanced the Uptown District Accelerator and broader 24-hour Economy Strategy as well as the

introduction of Special Entertainment Precincts.

We permanently waived outdoor dining fees for footway and on-road dining. Since 2020 when we began the free outdoor dining program, we have approved nearly 1,000 applications, creating an estimated 13,000m² new space on roads and footpaths, supporting over 800 businesses.

In 2023/24, the core night-time economy (food, drink, leisure and entertainment) generated \$6.14 billion in turnover, up 8.3% year-on-year.

We continued close collaboration with Destination NSW, Placemaking NSW, Study NSW and the visitor economy, as Sydney welcomed 36.7 million arrivals in the year to December 2024, up 4.3% for domestic travellers and 11.2% for international visitors.

Our Sydney Streets program delivered 12 open-street celebrations across Haymarket, Potts Point, Darlinghurst, Surry Hills, Pyrmont, Glebe and Redfern, with 515 local businesses and community groups activating their neighbourhoods with outdoor dining, stalls, workshops and live performance.

We also invested in social inclusion, providing \$3.52 million in rent concessions and \$5.43 million in social grants.

Our community programs reached people at risk of loneliness and isolation – young people, older residents, international students and LGBTIQ+ communities – with standout moments including 293 attendees at retro gaming workshops tailored for mobility-impaired, neurodiverse and rainbow youth, a sold-out Seniors Festival Comedy Show at Sydney Town Hall with 1,000 attendances and 1,296 attendances across 23 programs for international students.

Food security remained a focus amid cost-of-living pressures.

Through our Food Operations Working Group and Food Support Grants we approved \$1.59 million in cash and value-in-kind for 42 food-relief projects, including services from Aboriginal Medical Services and Glebe Youth Services to BlaQ and First Nations Response. Our Meals on Wheels program delivered 49,868 meals this year, up 12%, including emergency support for residents

impacted by a June fire at the Mission Australia Centre, Surry Hills.

At Sydney City Farm, volunteers contributed 3,200 hours to grow and harvest 750 kilograms of fresh produce from 270 crops to donate to local charities, while hundreds more attended education programs, team activities and community events.

We are in an increasing housing affordability crisis, which is making owning or renting in Sydney unaffordable for many.

The problem is particularly acute in the inner city.

This year we completed a comprehensive review of our Affordable Housing scheme and recalibrated the levies we collect from developers to further boost the number of affordable dwellings we help deliver. Around 3,388 affordable homes have already been built or are in the planning stages, and another 1,950 affordable homes are set to be delivered as a result of the City of Sydney's current affordable housing scheme.

We also introduced new regulations to prohibit net dwelling loss – where smaller, more affordable apartment units are bought up and converted into luxury apartments.

We maintained our leadership in homelessness response and advocacy.

Through our street outreach, coordinated with Homes NSW, we continued a compassionate, housing-first approach. Since March 2019, 6,586 people have been engaged and, since March 2017, 461 people have been housed.

In 2024/25, City-funded programs helped 230 people exit homelessness and prevented 170 people from entering homelessness, a 9% increase on the previous year.



Clover Moore AO

Lord Mayor

Our February street count identified 346 people sleeping rough and 380 people in crisis or temporary accommodation, reinforcing the urgency of our work.

We provided \$1.4 million to specialist services, and, during extreme heat in mid-March, activated the Inner-City Emergency Response Protocol in partnership with Homes NSW, NSW Health and our university and health partners, establishing mobile cooling hubs and opening community centres as safe respite.

We launched 3 major strategies to guide our work in the coming years.

Our new Environmental Strategy, Economic Development Strategy and Cultural Strategy were all adopted unanimously by council after extensive community consultation and development with Sydney's brightest experts in these fields. They represent our commitment to a City that is thriving, liveable and sustainable.

We also convened the city's big conversations. Two CityTalks brought together leaders in innovation, events, AI, quantum, business and civic life to chart our course to a more inclusive, sustainable and prosperous Sydney.

I am immensely proud of what we have delivered together this year.

My thanks to our dedicated City staff, to our partners across government, business and community, and to our volunteers and residents who shape this city every day. In the year ahead, with a clear plan and strong partnerships, we will continue to invest in high-quality public infrastructure, champion a fair and creative economy, accelerate our transition to net zero, and ensure Sydney remains a that is welcoming, resilient and full of opportunity.

Message from the CEO

This year communities experienced ongoing cost-of-living pressures and housing affordability challenges. We continued to advocate for and support communities by focusing on providing quality services, financial sustainability and programs to build resilience and foster social inclusion, enhance environmental sustainability and encourage cultural vitality and economic participation.

Following the local government election in September 2024 we welcomed a number of new councillors. To support them in performing their civic duties and meeting our legislative obligations, we ran a councillor induction program and provided access to ongoing training and professional development programs.

In 2025 we refreshed our community strategic plan *Delivering Sustainable Sydney 2030–2050* based on community insights from more than 13,500 pieces of feedback collected between 2022 and 2024. To guide our work into the future, we also refreshed key strategies including the economic development strategy 2025–2035, cultural strategy 2025–2035, environmental strategy 2025–2030, inclusion (disability) action plan 2025–2029 and the Stretch reconciliation action plan 2025–2028.

We introduced a new online community engagement system in October 2024 featuring improved online tools and new ways to collect feedback. This year 56 community engagement projects were open for consultation, and we hosted 16 social housing meetings giving residents the opportunity to have their say on projects, issues and services most important to them. We continued to be a voice for the community and made submissions to state and federal governments on matters impacting the city, our workers, visitors and residents.

Our Stretch reconciliation action plan 2025–2028 was launched to help mark National Reconciliation Week. Targeted recruitment increased Aboriginal and Torres Strait Islander employment to 3.5% and 1,072

employees have completed our Aboriginal and Torres Strait Islander cultural awareness program. Our spend with Aboriginal and Torres Strait Islander businesses rose to \$3.169 million this year, exceeding our target \$2 million spend for the first time.

We were proud to be named as a finalist for the Best Place to Work by the *Australian Financial Review* and to be reaccredited as a disability confident recruiter for a third successive year.

We also scored highly in the Diversity Council of Australia's Inclusive Employer Index. Our workplace initiatives included executive training on anti-racism, finalisation of our first anti-racism framework, manager training on neurodiversity, updates to our domestic and family violence policy, and wellness programs promoting peer support and mental health.

Our digital services were recognised, with our community focused digital service winning the NSW Customer Experience Initiative of the year in the digital transformation category of the NSW Auscontact Excellence Awards, and our CityConnect Ecosystem winning the customer experience category of the NSW Local Government Professionals Excellence Awards.

We continued working to improve our internal processes. This includes our digital transformation program with smart productivity solutions to improve data quality and security and increase automation. Our procurement transformation project streamlined processes and strengthened governance and reporting.

Improvements in processes and service delivery have also supported our environmental sustainability goals. In 2024/25:

- Greenhouse gas emissions from City of Sydney operations were reduced from 12,554 tonnes CO2-e to 11,480 tonnes CO2-e.
- We increased the city's tree canopy by planting 847 trees including 731 street trees and 116 park trees – the most street trees planted since 2021/22. More than 550 volunteers and community gardeners are active in 19 community gardens and 4 Landcare/Bushcare groups operating in our local area.
- In collaboration with Royal Prince Alfred Hospital we reused uncontaminated filtered water from kidney dialysis machines to help clean our streets, saving 1.5 million litres of drinking water a year.
- We completed projects to switch pool and hot water heating to electricity at both Victoria Park Pool and Andrew (Boy) Charlton Pool.

P. M. Barone

Monica Barone PSM

Chief Executive Officer



Image 1. Andrew (Boy) Charlton Pool, Woolloomooloo. Reopening after 2025 refurbishment. Photo by Abril Felman / City of Sydney

About Sydney

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

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

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

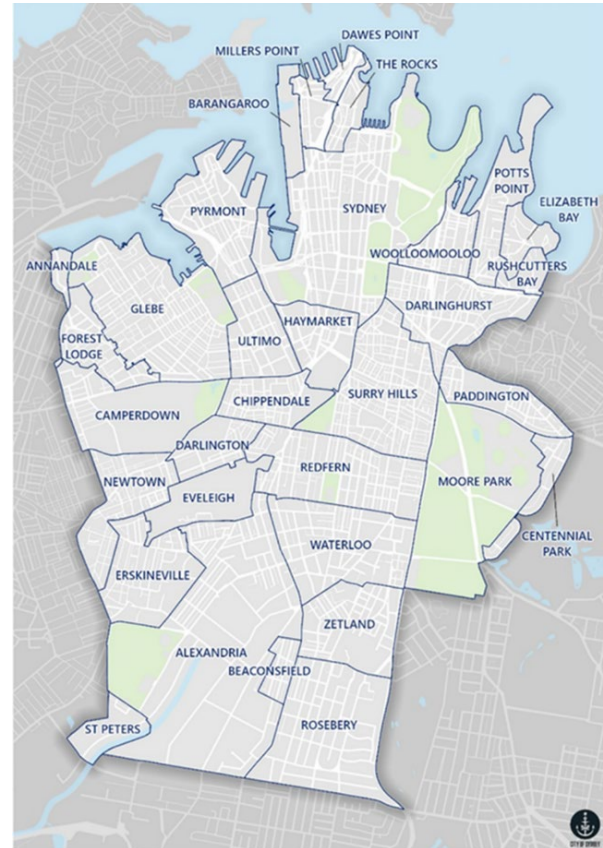


Figure 1. Map of the Sydney local government area showing the 33 area suburbs

Defining Sydney

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

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

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

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

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



Image 2. Martin Place, Sydney at lunchtime featuring chairs in squares. Photo by Ed Hurst / City of Sydney

About the City of Sydney

The City of Sydney – roles and responsibilities

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

Councils exist to:

- provide a representative, informed and responsible decision-making body
- develop the local community and its resources in a socially just and environmentally responsible way
- ensure local public services and facilities respond effectively to community needs.

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

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

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

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

Functional responsibilities

- Provide for local services and manage facilities that benefit ratepayers, residents and visitors.
- Protect the environment and improve local amenity.
- Represent and promote the interests of ratepayers and residents.
- Attract and provide infrastructure for commerce, tourism and industry.
- Establish and support organisations and programs focussed on the local community.
- Protect health and provide for the welfare, wellbeing and interests of the local community.
- Provide for development in the local area.
- Manage, improve and develop resources available to Council.

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

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



Figure 2. City of Sydney organisational chart

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



Image 3. Pyrmont community centre, Pyrmont. Photo by Clinton Weaver / City of Sydney

Our awards

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

Councillor Linda Scott, City of Sydney – Councillor Lilliane Brady OAM Award – 2024 Ministers' Awards for Women in Local Government

Chris Thomas, City of Sydney – President's Prize – The Australian Institute of Architects NSW Chapter

Dr Tom Gao, City of Sydney – Local Government Technology Leader of the year – iTnews Benchmark Awards and ranked 19 from Top 50 Best Chief Information Officers in Australia by CIO50 Awards Australia 2024

Catherine Veronesi, City of Sydney – Ranked in Top 100 influencers in The Contact Centre Industry in APAC by Contact Centre Magazine

119 Redfern Street – winner of the Adaptive Reuse (Alteration/Addition) category of the 2024 Sustainability Awards

Pymont Community Centre – winner of the Public Architecture category of the 2025 NSW Architecture Awards

Community Focused Digital Service – winner of the NSW Customer Experience Initiative of the Year / Digital Transformation category of the NSW Auscontact Excellence Awards

CityConnect Ecosystem – winner of the Customer Experience of the NSW Local Government Excellence Awards

Wimbo Park, Surry Hills – winner of the Parks and Open Space category of the Australian Institute of Landscape Architects (NSW Chapter) Award of Excellence

CityConnect (City Connect online services portal and dashboard, smart digital forms and One CRM) – gold winner of the Process Transformation category of the Sydney Design Awards

Victoria Park Pool electrification – gold winner of the National and NSW Sustainable Project categories of the Swimming Pool and Spa Association excellence awards.

Monica Barone PSM, CEO, City of Sydney – highly commended for Sydneysider of the Year – Sydney Awards 2024

Ultimo Pymont Planning Framework – commended for Strategic Planning Project category of the 2025 NSW Architecture Awards

City Recital Hall Renewal – commended for Interior Architecture category of the NSW Planning Institute of Australia awards

Improving First Time Resolution – finalist in the Customer Experience Initiative of the Year category of the Auscontact Excellence Awards

City of Sydney's Lord Mayor's Welcome for International Students – finalist in the Partnership Excellence category of the NSW International Education Industry Awards

City of Sydney – finalist in the Team of the Year: Customer Value category of the CIO50 Awards Australia 2024

Public Access IT (PAIT): Providing the community with access to IT – finalist in the Best Local Government Project category of the iTnews Benchmark Awards

Transforming the booking experience for community venues – finalist in the Best Place to Work by Australian Financial Review

Dr Tom Gao, City of Sydney – finalist for the Digital transformation champion category of the Digital Nation Awards

The integrated planning and reporting framework

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

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

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

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



Image 4. New street furniture, George Street (south), Sydney. Photo by Ed Hurst / City of Sydney

The framework provides the mechanism for implementing Sustainable Sydney 2030–2050 Continuing the Vision, and the Community Strategic Plan Delivering Sustainable Sydney 2030–2050 is the highest-level plan within this framework. It was adopted in June 2022 after extensive community consultation and updated in 2025.

The diagram below illustrates our IP&R framework suite of documents and how they are interrelated. It is adapted from the NSW Office of Local Government Guidelines, available from olg.nsw.gov.au

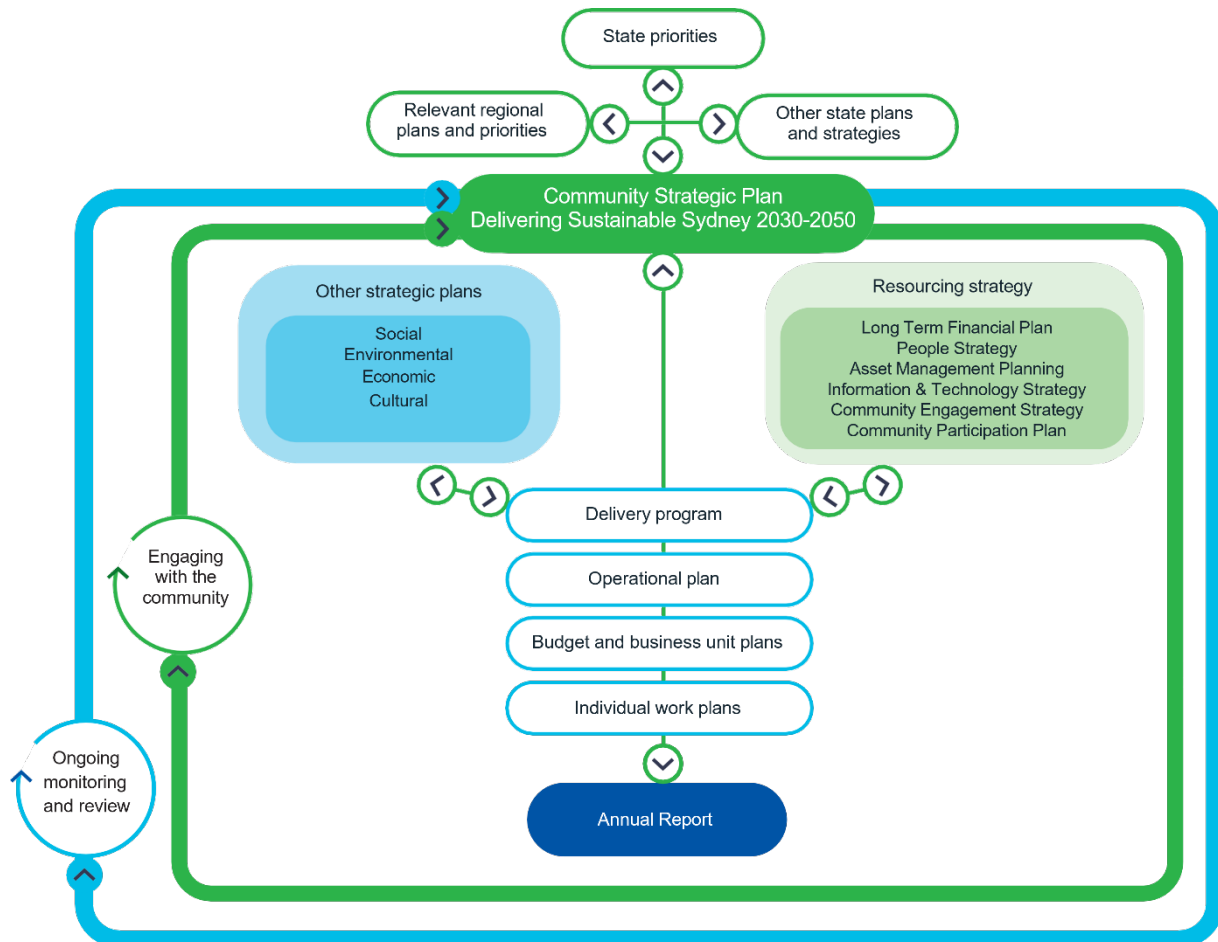


Figure 3. Integrated planning and reporting framework diagram adapted from Office of Local Government (OLG)

How the documents relate

The suite of integrated planning documents represents the City of Sydney's response to the statutory framework for planning and reporting.

The community strategic plan Delivering Sustainable Sydney 2030–2050 is the highest level plan that the City will prepare. It was developed with, and on behalf of, the communities we serve. It identifies the community's main priorities and aspirations and guides all our other strategies and plans which help us to achieve these.

It takes a long-term view, identifying issues and opportunities to be addressed in the city over the next 3 decades. We update this plan every 4 years, in line with government requirements, and to adapt to changing circumstances and community aspirations. The community strategic plan is structured around 10 strategic directions.

The delivery program acts as the link between the long-term community strategic plan and the annual operational plan.

Our delivery program 2025–2029 identifies the activities that support the community strategic plan outcomes. The delivery program structure reflects the community strategic plan with activities aligned with the 10 strategic directions.

The delivery program also identifies priority projects and programs with progress indicators and targets that contribute to the outcomes under each strategic direction in the community strategic plan. The delivery program is updated every 4 years.

Our operational plan is an annual plan with more details of individual activities. It sets out the specific projects, programs and activities to be delivered in the year ahead and is aligned with our delivery program. It also includes the City's revenue policy for rates and annual charges, the fees and charges schedule, and other relevant budgetary information.

Our annual report consists of 3 components – financial statements, statutory returns and our delivery program progress report (this document) which are all at cityofsydney.nsw.gov.au

Resourcing the plan

To support the community's objectives expressed in the community strategic plan a long-term resourcing strategy is required as part of the IP&R framework.

The resourcing strategy ensures the City of Sydney has adequate resources to achieve the planned outcomes for which it is responsible, while maintaining the long-term sustainability of the organisation.

The resourcing strategy spans a period of 10 years and has 5 components:

1. Long term financial plan

The long term financial plan is a 10 year plan that identifies current and future financial capacity to act on the aspirations of the community strategic plan, including providing high quality services, facilities and infrastructure to the community.

2. People (workforce) strategy

The people strategy identifies the City of Sydney's current and future workforce needs. The plan ensures the City of Sydney workforce has the capacity and capability to create the outcomes in the community strategic plan.

3. Asset management planning

The key objective of asset management planning is to provide the required level of service for the community in accordance with the community strategic plan, and in the most cost-effective manner. Together, the Asset Management Policy, Asset Management Strategy and Community Asset Management Plan ensure appropriate standards for maintenance and renewal of key assets, detailing status and resource requirements.

4. Information and technology strategy

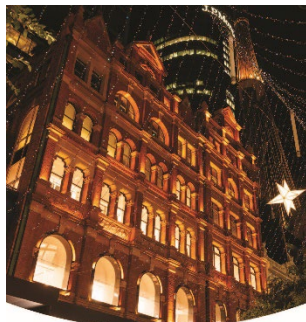
This strategy sets the information and technology direction and priorities that are aligned with the community strategic plan, community needs and government information and data policies. It guides information and technology related decision making, priorities and investment.

5. Community engagement strategy and community participation plan

The community engagement strategy sets out a framework for how we consult diverse communities and collaborate, involve and empower communities to take part in shaping the future of our city.

The community participation plan includes information on strategic planning, development assessments and how to engage with Council on land use planning matters.

The resourcing strategy should be read in conjunction with the delivery program and the operational plan to identify the resourcing needs for our activities.



Resourcing Strategy
2025

The City of Sydney is a registered entity under the Companies Act 2006 (UK) and is a subsidiary of the City of Sydney Council.

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People Strategy
2025–2029

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CITY OF SYDNEY



Information and
Technology Strategy
2025–2029

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CITY OF SYDNEY



Long Term Financial Plan
2025/26 to 2034/35

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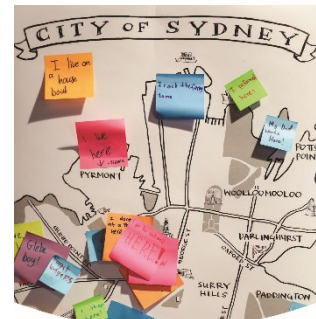
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Asset Management Strategy
2025/26 to 2034/35

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Community Engagement Strategy
and Community Participation Plan
2025–2029

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CITY OF SYDNEY

Figure 4. City of Sydney 2025 resourcing strategy and integrated documents

Monitoring and review

The City's key plans are prepared and updated periodically in line with the IP&R framework and OLG Guidelines and are subject to a review following the election of each new Council. The review process includes extensive engagement and input from all business units at the City and feedback from the community from submissions and other engagement activities, as well as consideration of planning priorities of other levels of government and agencies.

The IP&R framework includes a reporting process to communicate how we are progressing towards our community strategic plan Delivering Sustainable Sydney 2030–2050 to the Council and the community. We do this through half-yearly, annual and four-yearly performance reports and quarterly and yearly financial reports to council.

Additionally, Sustainable Sydney 2030–2050 Continuing the Vision and the community strategic plan contain 10 targets to measure progress.

2030–2050 Targets

Progress against our targets

Our community strategic plan Delivering Sustainable Sydney 2030–2050 outlines 10 targets to measure progress. The plan was updated in 2025 and some targets were updated to align with recently adopted City strategies.

Data for reporting against the targets is sourced from a range of external and City data sources including the City of Sydney Floor Space and Employment Survey, the ABS Census and the City of Sydney Community Wellbeing Survey.

- 1 **By 2035 we will achieve net zero emissions** in the City of Sydney local area.
- 2 **By 2050 there will be a minimum overall green cover of 40%**, including 27% tree canopy cover in our local area.
- 3 **By 2030 residential potable water use will be reduced to 204 litres a person a day** in the City of Sydney local area. Non-residential potable water use will be reduced by 10% from 2018/19 levels.
- 4 **By 2035 there will be a 15% reduction in waste generated** by each person in the local area based on 2023 levels. And by 2035 there will be **90% recycling** and recovery of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.
- 5 **By 2036 there will be approximately 700,000 jobs** in the City of Sydney local area including 200,000 new jobs compared to 2017. An increased proportion of all jobs will be secure jobs.
- 6 **By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings** in the local area that include boarding houses and student accommodation. Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable rental and diverse housing with these proportions maintained into the future.
- 7 **By 2036 new cultural production floor space** in the City of Sydney local area will have increased **at least 40,000m²** from 1,212,900m² in 2017.
- 8 **By 2050 people will use public transport, walk or cycle to travel to and from work.** This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area.
- 9 **By 2030 every resident** in the local area **will be around a 10-minute walk** to what they need for daily life.
- 10 **By 2050 community cohesion and social interaction will have increased** in the local area. This is based on at least 75% of the local resident population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours.

A snapshot of our progress against our 10 targets is below.

Sustainable Sydney Target	Progress
 <i>By 2035 we will achieve net zero emissions in the City of Sydney local area</i>	As at June 2024, annual greenhouse gas emissions were 3,225 tonnes CO₂-e, a decrease of 45% per cent across the local government area, based on 2006 levels.
 <i>By 2050 there will be a minimum overall green cover of 40%, including 27% tree canopy cover in our local area.</i>	Total canopy cover of the local government area has increased from 15.5% per cent in 2008 to 20.9% in 2024. In our area 33.2% was green cover.
 <i>By 2030 residential potable water use will be reduced to 204 litres a person a day in the City of Sydney local area.</i> <i>Non-residential potable water use will be reduced by 10% from 2018/19 levels.</i>	This target was updated with the 2025 update of the community strategic plan Delivering Sustainable Sydney 2030–2050. In 2023/24, each person in the City of Sydney local area used 194 litres of water each day. Non-residential potable water use has decreased 20% from the 2019 baseline.
 <i>By 2035 there will be a 15% reduction in waste generated by each person based on 2023 levels.</i> <i>And by 2035 there will be 90% recycling of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.</i>	The baseline for the waste generation target was updated with the 2025 update of the community strategic plan Delivering Sustainable Sydney 2030–2050. We will begin reporting on the new baseline from 2025/26. In 2024/25 there was an 17% reduction in the amount of residential waste collected per capita from the 2015 baseline. 52% of residential waste from our local area was diverted from landfill in 2024/25. Results for diversion of waste from landfill for commercial and industrial businesses and construction and demolition projects in our local area are derived from NSW EPA data for the whole state and a study completed in 2021. We estimate 55% of commercial and industrial waste is being diverted from landfill (data from 2025 study of local area). 78% of construction and demolition waste in our local area was diverted from landfill in 2022/23 (NSW EPA data for the state).

Sustainable Sydney Target	Progress
 <i>By 2036 there will be approximately 700,000 jobs in the City of Sydney local area including 200,000 new jobs compared to 2017. An increased proportion of all jobs will be secure jobs.</i>	There were 519,839 jobs in the local area at last count in 2022. Despite the significant economic impact of the pandemic, the city of Sydney saw an increase of 18,000 jobs between 2017 and 2022. Growth was strongest in the finance and financial services sector which accounted for 125,000 jobs in the City of Sydney.
 <i>By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings that include boarding houses and student accommodation.</i> <i>Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable rental and diverse housing with these proportions maintained into the future.</i>	As at June 2025, in the local area there were: – 125,720 private dwellings representing 80.6% of the private dwelling target for 2036. This is a net increase of 1,710 between June 2024 and June 2025, – 17,146 non-private dwellings (boarding house rooms, student accommodation rooms, residential care services), or 98.0% of the non-private dwelling target for 2036, – an estimated 9,540 social housing dwellings, representing 7.6 per cent of private dwellings, – 1,338 built affordable rental housing dwellings and 52 private diverse housing dwellings, representing 1.1% of private dwellings, – 234 build-to-rent apartments. The city's first build-to-rent was completed in 2025. – 527 affordable and diverse housing dwellings in the development pipeline, and – a further 2,131 affordable and diverse housing dwellings that are in the pre-application stage. The City's LGA wide affordable housing levy came into effect in July 2021. The City's levy scheme is projected to deliver an additional 1,950 affordable dwellings. If considered all together, the built, pipeline, expected and projected number of affordable and diverse housing dwellings is expected to exceed 5,998 by 2036. This equates to roughly 50 percent of the 12,000 affordable dwellings target for 2036, or about 3.8 percent of the private dwellings target for 2036.

Sustainable Sydney Target	Progress
 <i>By 2036 new cultural production floor space in the City of Sydney local area will have increased to at least 40,000 m² from 1,212,900m² in 2017.</i>	Between 2017 and 2022, the city's creative floor space decreased by 63,992m² from 1,212,900 m² to 1,148,908 m². The next release of data will be available when the City of Sydney Floorspace and Employment Survey is undertaken in 2026/27.
 <i>By 2050 people will use public transport, walk or cycle to travel to and from work. This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area.</i>	At the time of the 2021 Census, the proportion of workers who used public transport, walked or cycled to come to work in our area was 51.4%. (70.4% in 2011, 74.0% in 2016). The 2021 Census was conducted during a lockdown where many people worked from home and the result of 51.4% using public transport / cycling / walking is not an accurate representation of the longer term trends of public and active transport use. However, state government data shows trips on public transport in the Sydney CBD increased from a monthly average of 12 million in 2020/21 to 20 million in 2024/25.
 <i>By 2030 every resident will be around a 10-minute walk to what they need for daily life.</i>	As at June 2022 the following proportions of residents lived within a 10-minute walk (800 metres) of the following services: - fresh food – 99.95% - child care – 99.38% - health – 100% - leisure – 99.97% - social – 99.94% - learning – 99.3% - cultural – 97.5%, and - public open space – 100%.

Sustainable Sydney Target	Progress
 <i>By 2050 community cohesion and social interaction will have increased in the local area. This is based on at least 75% of the local resident population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours.</i>	The 2023 wellbeing indicators showed that: – 72% of those surveyed believed that most people can be trusted. That was unchanged from 2018, up from the baseline of 67% in 2011 but slightly lower than the 2015 result of 75%. – 46% of those surveyed felt satisfied with feeling part of the community. This is slightly higher than the 2018 result of 44%, but a little lower than the 49% baseline in 2011. – 53% of those surveyed say they can ‘definitely’ or ‘sometimes’ get help from their neighbours when needed, which is higher than the 2018 results of 50%, but lower than the 2011 baseline of 55%. This is in contrast to 72% of those surveyed saying they are definitely willing to help their neighbours.



Image 5. Community members at our Reginald Murphy Community Centre, Elizabeth Bay. Photo by Phoebe Pratt / City of Sydney

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Delivery Program 2022–2026 Progress Report

June 2025

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

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

Cover image: George Street transformation, City Centre – Photo by Mark Metcalfe / City of Sydney

City of Sydney – Delivery Program 2022-2026 – Progress Report 2024/25

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Glossary

Appendix 1: Status definitions for progress reports

This report was previously published at the 18 August Committee meeting. The City has taken all reasonable care to provide information which is accurate at the time of publication. This may later be revised where data are adjusted or newer information is made available. Where we revise data, this will be noted in the commentary.

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Delivery Program Progress Report

An assessment of the City's performance for the year 2024/25 on the objectives and targets in its delivery program and the effectiveness of the principal activities follows. Instructions on how to read this report is below.

How to read this report

Community Strategic Plan (CSP)	SD05 A city for walking, cycling and public transport
strategic direction	The city is greener and calmer, with more space for people on the streets – including footpaths and cycleways. More people choose to walk, ride and use public transport. All vehicles in the city are zero emissions
CSP objective	
CSP & Delivery Program Action	5.4 More people ride more, because it is an attractive, convenient and safe option for everyday transport
	Major Projects
	Completion Date
	% Complete
	Progress To Date
	Status
Delivery Program Action (short description)	Safe, connected cycleways
	Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local government area
Operational Plan Action Project	Major Programs
	Progress To Date
	Status
	Safe, connected cycleways
Operational Plan Action Program	Continue the implementation of cycleways within the City of Sydney
	This financial year the City has completed new cycleways on the following streets: King Street (Pitt to Philip in the city centre), Portman Street (Green Square), Gadigal Avenue, Potter Street and Crystal Street (Waterloo), Pitt Street (King to Circular Quay, permanent version), College Street, Booth Street.
	On Track
	Collaboration
	Safe, connected cycleways
	Key Performance Indicator
	Unit
	2020/21 Result
	2021/22 Result
	2022/23 Target
	Q1
	2022/23 Result
	Q2
	Q3
	Q4
	YTD
	Comment
	Status
Operational Plan Measures	New separated cycleways provided
	Km
	7.51
	8.54
	9
	0.91
	2.74
	0.41
	0.17
	4.23
	Numerical results
	The following sections of the single base Network Progress Commentary King Street between Pitt Street and Philip Street, Pitt Street between Pitt Street and Philip Street, Pitt Street between Pitt Street and Philip Street, and College Street between Oxford Street and Prince Albert Road.
	On Track

SD01 Responsible governance and stewardship

Our organisation continues to evolve to provide governance and leadership for the city and communities

1.1 The City of Sydney provides effective governance and leadership

Major Programs	Progress To Date	Status
Governance, risk and audit frameworks		
Implement systems and practices to embed a strong risk management and corporate compliance culture at the City	Efforts to embed the Risk Appetite Statement into operations continued during the quarter with new training developed. The Governance, risk and compliance system has also been enhanced to identify where risks are within or outside of appetite. Identifying and monitoring critical compliance obligations has progressed and will continue throughout the year and this information will be used to enhance the reporting and monitoring of critical compliance obligations across the City. This is supported by ongoing education for staff and managers on their compliance responsibilities. Learnings and updates from the City's risk and compliance registers are reported to the Audit Risk and Compliance Committee on a quarterly basis.	On Track
Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan	The City has continued to support the implementation of the Safety Management System through targeted education sessions across all business unit types. In addition to reinforcing system requirements, recent sessions have placed increased emphasis on practical strategies for fostering a mentally healthy workplace, including promoting peer support networks and encouraging participation in wellness initiatives.	On Track
Deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City	The City's governance and integrity framework was supported by a number of initiatives in 2024/25. The Fraud and Corruption Control Plan was reviewed and updated, supported by a new annual Fraud and Corruption Action Plan and the bi-annual Corporate Fraud and Corruption Risk Assessment. New starters received training on fraud and corruption in mandatory face to face Code of Conduct training, and a shorter e-learn version of the training was developed for employees who are unable to attend face to face training. The Conflicts of Interest Policy was reviewed and updated. The Privacy Management Plan was reviewed and updated and a new privacy refresher eLearn was developed and completed by City staff. A comprehensive review of the Delegations to the Lord Mayor and Delegations to the CEO was completed. A new risk register was developed for business unit fraud and corruption control plans. Regular staff communications are undertaken on a range of issues including fraud awareness week, identifying and understanding fraud threats due to emerging technologies, gifts and benefits, updates on changes to the Delegations, how to report concerns of misconduct and guidance on expected standards of behaviour/inappropriate conduct. Tailored workshops on other work/management of conflicts of interest were delivered to specific business units. Public interest disclosure training was completed by all new managers and disclosure officers.	On Track
Implement a risk based and comprehensive annual internal audit plan	The City's four year strategic internal audit plan was approved by the Audit Risk and Compliance Committee on 22 May 2025. Progress toward completing the balance of internal audits in the approved operational plan for 2024/25 is nearing completion.	On Track
Deliver completed annual financial statements without qualification by the Audit Office of NSW	The 2023/24 Annual Financial Statements were completed with an unmodified (unqualified) audit opinion and presented to Council at the October 2024 meeting. Subsequent to Council endorsement, the statements were submitted to the Office of Local Government by the 31 October deadline and exhibited to the public. At the November 2024 Council meeting, the statements were formally adopted as part of the Annual Report for the 2023/24 financial year. Preparation work for the 2024/25 Annual Financial Statements is underway including audit planning and interim audit work and is in line with the year-end timetable.	On Track

Foster leadership capabilities

Ensure Councillors have access to relevant information, development and assistance to enable them to fulfil their obligations to lead, govern and serve the community

Councillors receive regular information updates and comprehensive information sessions on all current issues. Following the September 2024 election, an induction program commenced in October 2024 to ensure all Councillors were provided with the information they require to perform their civic duties and meet our legislative obligations. Further induction sessions also occurred in 2025. In addition, the City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs and information on induction and training programs offered by the Office of Local Government LGNSW has been provided to all Councillors. Elected Member Professional Development Plans which capture professional development initiatives applicable to individual Councillors for the current term of Council are also being developed. Councillors can also access the provisions of the Councillors' Expenses and Facilities Policy which financially supports the ongoing professional development of Councillors.

On Track

High quality internal legal advice and representation

Provide legal services and support to the organisation, optimising outcomes for the City

Legal support was provided in relation to matters across all areas of the City's operations, including property, contracts, administrative, planning and enforcement. Training was provided in areas such as copyright and contracts. There was a particular focus in the past quarter being on resourcing the new Town Hall Square project and ongoing work flowing from property and procurement, as well as changes to planning legislation.

On Track

Governance, risk and audit frameworks

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result Q2	Q3	Q4	YTD	Comment	Status
Public interest disclosures received	No	3	2	-	2	2	0	0	4		Indicator Only
Lost time injuries	No	45	43	-	17	18	21	13	69		Indicator Only

Foster leadership capabilities

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result Q2	Q3	Q4	YTD	Comment	Status
Complaints upheld regarding breaches of the code of conduct by City Councillors	No.	-	-	-	-	-	-	0	0		Indicator Only
Complaints upheld regarding fraud or corruption by City staff	No.	2	1	-	0	0	0	0	0		Indicator Only

1.2 The City of Sydney has the capacity, capability, information, data and systems to serve the community into the future

Major Programs	Progress To Date	Status
Continuous improvement		
Identify and implement business and service improvements to optimise the efficiency and effectiveness of key services	Work continued to improve the efficiency and effectiveness of internal corporate services. This will streamline processes, free up staff time and improve employee satisfaction. A review of the procurement and contract management function is currently underway.	On Track
Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity assessment recommendations	The City's asset management documentation (asset management policy, asset management strategy and community asset management plan) has now been updated, adopted and published as part of the Integrated Planning documents for 2025/26.	On Track
Improve information and data management with a focus on privacy, security, ethics, quality, and sharing	In 2024/25, 22 new or improved Smart Productivity Solutions were delivered for a range of business services and activities, including for recreation, workforce and WHS, venue management, procurement, property management, planning, recycling, asset management, greening, capital works, and customer service. Smart Productivity Solutions contribute to the City's Digital Transformation by providing high quality data at point of capture, information and data security, and improved efficiency by eliminating manual processes. In 2024/25, in accordance with State Records legislative requirements, data has been lawfully destroyed from 22 computer systems according to approved Systems Records Retention and Disposal Plans.	On Track
Digital services		
Develop responsive digital services that are easy for our community to access and use	City Connect, the City's new on-line serviced platform, launched on 4 April 2024. Included in the launch were 84 smart digital forms that community members can use to request services on-line. We are now in the planning stage for additional services to be added to City Connect which involves reviewing 130 services and request types.	On Track
Develop and maintain the City's IT systems and infrastructure to support service delivery and business continuity	Significant progress has been achieved in upgrading and patching our communication infrastructure to enhance service delivery and ensure business continuity. This includes the successful completion of upgrades for various network-related appliances, the upgrade and migration of our existing Microsoft email platform, and the implementation of a new Cloud Backup platform. More recently, the City achieved compliance with the Essential 8 requirements for Level 1 maturity, significantly improving our security posture. This included implementing multi-factor authentication for community facing systems. Windows Defender Application Control was also introduced to facilitate the management of authorised applications within the City's desktop environment.	On Track
Access to City information and data		
Provide and promote public access to City information and data to meet the spirit and requirements of the Government Information (Public Access) Act	In 2024/25 the City complied with GIPA mandatory and proactive access obligations by: • Publishing 22,589 planning application documents, including 3,765 submissions relating to 1,574 planning applications, through the on-line Find a DA service. • Completing 2,993 requests for information, subpoenas and section 41 access applications. • A primary channel for proactive disclosure is the City's website, which in the quarter had 2,572,759 users, 8,591,632 page views, and 399,907 file downloads.	On Track

Proactively publish to the City's Data Hub and Archives & History Resource Catalogue to inform, educate and improve services to the community, including Aboriginal and Torres Strait Islander communities

In 2024/25:

- 35 new data products (open data sets, interactive maps and apps) have been published on the City's Data Hub and 114 data products have been updated. The data hub contains 158 data products
- 12,539 new items were proactively published to the Archives & History Resources catalogue. Enhancements by volunteers were also made to existing items in a range of series to make them more accessible.
- 18 collections were added including for The Tank Stream, Victoria Street, Green Park, St Andrews Cathedral, and Paddington Town Hall.
- Place records (which provide basic information about fountains, artworks, curiosities etc.) were added for 15 places, including: Sydney Square, Pact Youth Theatre Erskineville, Shakespeare Memorial, Archibald Fountain, Coca-Cola sign, and AWA Tower
- The City Archives has continued to work toward targets for improvements in the management of Aboriginal and Torres Strait Islander records in the City Archives.

On Track

Business and spatial intelligence

Deliver business and spatial intelligence for better planning, operations, and decision making

In 2024/25 26 new internal dashboards were deployed to support a range of business services and activities, including for cleansing and waste management, workforce and WHS, procurement, environmental (including greening), planning, sustainability, customer service, accessibility, and community services.

On Track

Strengthen workforce capability, diversity and inclusion

Implement the City's People Strategy to strengthen the workforce's capacity to deliver the outcomes in the community strategic plan

The City has been active in implementing its People Strategy, with programs delivered to enhance its workforce capability. These programs included continued streamlining of how employees work to improve productivity, increasing flexibility for improved work output, improving clarity and benefits to shift workers in the City of Sydney Award, development of the employee value proposition, improving performance and development management approaches and reporting, and improving manager insights and actions through new reporting dashboards.

On Track

Implement actions in the City's EEO, Diversity and Inclusion Action Plan

The City delivered programs to progress EEO, Diversity and Inclusion. These programs included:

- Executive training on Anti-Racism and finalisation of the City's first Anti-Racism Framework.
- Aboriginal and Torres Strait Islander cultural awareness training, both online and in-person.
- Manager training on embracing neurodiversity: A strengths-based approach webinar, and meaningful employment actions set out in the Inclusion (Disability) Action Plan.
- Domestic and Family Violence policy revision and updates, including additional leave to support victims of Domestic and Family Violence leave.
- Introduction of gender-neutral parental leave in the City of Sydney Award.
- International Women's Day event.
- Creation of preferred first name options for employees who have 'dead names' with support from the City Pride employee network
- Targeted recruitment and fast track to interview initiatives remain current and active for Aboriginal and Torres Strait Islander candidates and candidates with disability. Aboriginal and Torres Strait Islander employment reached 3.5% in the period.

On Track

Digital services											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Communication received from the community via digital channels	%	62.75	65.73	-	73.8	71.2	73.7	74.4	73.28	For the period July 2024 to June 2025, 73% of contacts and requests were received from the community via digital channels.	Indicator Only
Average time to answer phone calls from the community	Secs	-	-	90	69	78	109	57	78.25		On Track
Community service requests received	No.	184,581	197,882	-	39,802	39,115	44,746	39,760	163,423	The volumes reported for quarters 1,2 & 3 have been corrected to remove duplicated counts.	Indicator Only
Community service requests from all channels actioned within agreed service standards	%	82.5	87.23	85	90.9	92.6	93.16	93	92.42		On Track
Access to City information and data											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications received	No.	31	46	-	32	17	14	20	83	The number of applications received in Quarter 4 increased from the previous quarter and is the second highest since 2019/20. Previously published data for Q2 2024/25 has been revised.	Indicator Only
GIPAA Informal Access Applications received	No.	3,263	2,895	-	771	656	717	760	2,904	The number of Information requests for the quarter is similar to the previous year and sits within an average range for the year.	Indicator Only
Strengthen workforce capability, diversity and inclusion											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent establishment positions	No	1,953.85	2,002.25	-	2,012.65	2,057.85	2,068.95	2,092.15	2,092.15		Indicator Only
Vacancy rate	%	10.35	6.49	-	4.73	5.68	5.84	5.31	5.39		Indicator Only

1.3 The City of Sydney is financially sustainable over the long-term

Major Programs	Progress To Date	Status
Financial sustainability		
Undertake detailed costing reviews of core services, business cases and opportunities to ensure value for money outcomes, and appropriate equitable fees and charges	A detailed review of the City's fees and charges continued to progress. A review of outdoor dining fees has been ongoing through 2024/25. A working group has also been formed to examine domestic waste service charges and to simplify the charging framework	On Track
Develop, monitor and report against the City's long term financial plan to ensure and demonstrate council's financial sustainability, and intergenerational equity	The 2025/26 iteration of the City's Long Term Financial Plan was adopted at the June 2025 Council meeting, detailing forward financial projections based on current operating trends and identified future initiatives. Monitoring against this latest plan will commence as part of the Quarter 1 report presented to Council in November. Following the end of each quarter, financial updates have been presented at Council meetings. At each quarter it has been reported that the organisation remains in and is forecast to continue to be in a sound financial position. Council's operational and financial performance for 2024/25 will be presented to the August 2025 Council meeting. The quarterly financial report will reflect latest capital forecasts and projections, operating performance for the year, and associated commentary. The 2024/25 audited Annual Financial Statements will be presented to Council in October 2025.	On Track
Integrated planning and reporting		
Deliver and enhance the Integrated Planning and Reporting and business planning framework to improve integrated long-term planning and sustainability	The City's 2023/24 annual report was completed in line with legislative requirements and was endorsed by Council in November 2024. The City's 2025 update to the community strategic plan delivering sustainable Sydney 2030-2050, 2025-2029 delivery program, 2025 resourcing strategy and 2025/26 operational plan were adopted by Council on 23 June 2025 after public exhibition.	On Track
Advocacy and policy initiatives		
Collaborate with the NSW Government to achieve positive rating legislative reforms	The City continues to collaborate with other councils, the NSW Government, and IPART by providing comment and feedback in relation to rates and annual charges reviews, rate peg methodology, local government revenue streams, community improvement districts, emergency service levies, and developing Regulations and guidance to support rating reforms.	On Track
Strategic property management		
Manage the City's investment property portfolio to optimise revenue opportunities	The new management model for City of Sydney Properties continues to be embedded across all assets and aligning with industry best practice.	On Track
Best practice procurement		
Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability	The Procurement Transformation Project is focused on the redesign of simple/low value procurement processes. To date the Procurement and Contract Management Policy has been refreshed, information on a range of frequently asked for information has been published on City Net, and a new streamlined, clarified approach to Exceptional Circumstances (EC) has been implemented, which removed unnecessary EC approvals, defined pre-approved EC's, redefined the situations where an Exceptional Circumstance applies, and amended the approval process and delegations. Work is underway on a new Contract Management Register which will provide improved governance, reporting and expenditure tracking.	On Track

Financial sustainability											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Operating performance ratio (excluding non-recurrent income and expense items). Benchmark > 0.00%	%	4.6	2.27	0	-	-	-	2.01	2.01	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	-
Own Source Revenue Ratio. Benchmark >60%	%	79.83	84.47	60	-	-	-	85.62	85.62	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	-
Building and Infrastructure Asset Renewal Ratio. Benchmark >100%	%	88	103.97	100	-	-	-	116.38	116.38	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	-

1.4 The City of Sydney is an active contributor to the governance of metropolitan Sydney

Major Programs	Progress To Date	Status
Advocacy		
Research, assess and make submissions on intergovernmental policy issues to the NSW government and the federal government where appropriate	The City continues to make submissions to the NSW and Federal Governments on matters impacting the city, our workers, visitors and residents. This year this included submissions for: - the National Construction Code 2025, - the National Urban Policy Consultation Draft, - the Response to NSW EPA Food and Garden Organics Mandates Proposal Paper, - the Australian Government's Transport and Infrastructure Net Zero Consultation Roadmap, - the Centennial Parklands and Callan Park Regulation, - the NSW Environmental Protection Authority Levy Review Issues Paper, - the Explanation of Intended Effect - Pathway Changes to Support Transport Oriented Development Precincts - Design Excellence, - the Transport and the Arts Inquiry into the Use of e-Scooters, e-Bikes and Related Mobility Options, - the Home Energy Ratings Disclosure Framework, - the Home Energy Ratings Disclosure Framework, - the Commercial Building Disclosure (CBD) Program Expansion 2024, - the Draft Building Bill 2024 and associated Draft Regulations, - the Select Committee Inquiry on Essential Worker Housing, - NSW Special Entertainment Precinct Guidelines, - the Freight Policy Reform Program Interim Directions Paper, - the Inquiry into the Prevalence, Causes and Impacts of Loneliness, - NSW EPA Plastics: The Way Forward, - the Councillor Conduct and Meeting Practices Discussion Paper, - NSW Drug Summit 2024, - the Draft NSW Local Government Filming Protocol 2024, - the Local Government Remuneration Tribunal - 2025 Annual Review,	On Track

- the Homes for NSW Discussion Paper,
 - the Joint Select Committee Review on the Greater Sydney Parklands Trust Act 2022,
 - the Swanson Street Cycleway,
 - the Parking Amendment Regulations,
 - the Australian Energy Regulator (AER) Draft Decision - Jemena Gas Access Arrangement 2025-2030,
 - the Blackwattle Bay Land Use Amendment and Voluntary Planning Agreement,
 - the Explanation of Intended Effect: Cultural SEPP,
 - the Draft NSW Homelessness Strategy 2025-2035,
 - the New Model Code of Meeting Practice,
 - the NSW Office of the Registrar General - Obsolete Restrictive Covenants,
 - Transport for NSW's Draft Transport Modelling Guidelines,
 - the Transport for NSW Approach to Road Recategorisation, the Roads Act 1993 Issues Paper (Stage 1 Engagement),
 - the NSW Housing Pattern Book Discussion Paper - Planning Pathways for Low Rise Patterns,
 - the Energy from Waste Options Paper,
 - the draft NSW Government Permit and Pay Parking Guidelines,
 - the Transport and Infrastructure Inquiry: Infrastructure for Electric and Alternative Energy Source Vehicles in NSW,
 - the draft Guide for Council Led Affordable Housing on Operational Land,
 - the Explanation of Intended Effect: Changes to Deter Illegal Tree and Vegetation Clearing,
 - the Evaluation of the Public Spaces (Unattended Property) Act 2021 and Regulation,
 - the NSW Draft Waste and Circular Infrastructure Plan and the Sydney Water Pricing Determination and Implications for Greater Sydney.
- Submissions are also made to the NSW Department of Planning, Housing and Infrastructure on relevant State Significant Development Applications.

1.5 The transformation of the city is enabled by successful partnerships and collaboration

Major Programs	Progress To Date	Status
Partnerships		
Strengthen domestic partnerships through collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community	Resilient Sydney held quarterly Resilience Ambassadors Meetings in 2024/25 with the latest delivered in May 2025, attended by 57 representatives from 28 Greater Sydney councils as well as NSW Government representatives. The meeting featured updates from Resilience Ambassadors on local priorities and projects. Ambassadors received briefings from NSW Government on new urban greening and cooling initiatives, along with an overview of the Household Readiness Toolkit and community engagement with at-risk populations in the Hawkesbury-Nepean region. As part of the strategic focus on social cohesion, Resilient Sydney is a member of the Local Government Anti-Racism Strategy Working Group. In partnership with the NSW Premier's Department, a co-design workshop was held in May 2025 to support the development of an Anti-Racism Strategy Template for local governments. The workshop brought together 49 representatives from 27 local councils across Greater Sydney to share early research findings, explore racism-related challenges, and co-develop practical actions and foundational anti-racism principles. Resilient Sydney jointly convenes the Greater Sydney Heat Taskforce and is partnering with diverse mix of stakeholders to deliver actions under the five pillars of the new Resilient Sydney 2025-2030 strategy. Resilient Sydney is working with the Regional Organisations of Councils advocating for sustainable and resilient outcomes on waste, water management and net zero in Greater Sydney.	On Track

Utilise international partnerships to facilitate knowledge exchange and ensure the City and the community benefit from the best and most current knowledge and processes, including C40, World Cities Cultural Forum and Resilient Cities Network

In June 2025, the Resilient Sydney Strategy (2025–2030) was presented to the Global Resilient Cities Network as part of the Navigating the Polycrisis series. The strategy was recognised for its depth, ambition and inclusive community engagement process. This presentation provided the global resilience network an opportunity to hear directly from Sydney about its approach, key lessons learned, and how the city has navigated resilience challenges shared by other global cities.

Resilient Sydney has participated in global webinars including a presentation on the Global Risks Report from the World Economic Forum. Resilient Sydney is also a member of the new global Community of Practice focused on how cities are addressing health and equity impacts from climate change.

Staff from the sustainability programs and environmental strategy teams participated in the annual Carbon Neutral Cities Alliance annual global summit in June. The summit focussed on circular economy and pathways to net zero and provided the member cities valuable opportunities for peer to peer learning and knowledge exchange.

On Track

SD02 A leading environmental performer

The city is part of a decarbonised world. Our communities live in a city that is regenerative and makes a positive contribution to the planet, to society and to individual lives. We are innovative leaders in climate change adaptation and innovation

2.1 The city reaches net zero emissions by 2035 with embodied carbon significantly reduced

Major Programs	Progress To Date	Status
Net zero emissions – City assets and operations		
Transition the passenger and light commercial fleet to zero emissions by 2030 and by 2035 for the heavy vehicle fleet	The City currently operates a fleet of 69 electric assets, comprising 51 passenger vehicles, 1 truck, 5 buggies, 1 floor scrubber, 1 footway sweeper and 10 electric bikes. This is a significant step toward meeting our sustainability goals and reducing emissions. In addition, we plan to replace the remaining passenger hybrid fleet with electric vehicles between the 2026-2028 financial years, alongside other projects, further driving our commitment to environmental responsibility. Our strategy also includes the rationalisation of the fleet by reducing the number of vehicles where feasible, while continuing to maintain full service levels to the community and operations. By leveraging telematics and incorporating eco-driving strategies, we aim to optimise driving efficiency, ensuring both environmental benefits and operational effectiveness.	On Track
Actively manage the replacement of the City's public domain lighting with sustainable lighting	Over the past 10 years the vast majority of City owned and Ausgrid owned public lighting has been converted to LED. This has generated significant reductions in energy use and lowering of associated operational costs. The program for the replacement of the first generation of City owned LED lights to more efficient LED lights fitted with smart controls has commenced and will proceed over the next 3 years generating further reductions in energy and costs, as well as improving response times for any light outages. Ausgrid have also been upgrading lights across the City of Sydney local area to LED technology with 8,306 lights upgraded to date. The City is also working with Ausgrid to transition Ausgrid owned decorative lighting to LED lights in coming years.	On Track
Implement new net zero framework to drive electrification in City assets and switching to zero-emissions and improved energy efficiency including actions relating to the Cooksafe goals	The net zero framework to drive electrification and energy efficiency at City operated properties has been implemented. This framework outlines the required capital projects to remove gas assets from City owned properties by 2030. The City of Sydney has committed to phasing out fossil gas entirely by 2030 and will reduce energy use across our operations by 30% by the same year. The City has also committed to the Global Cooksafe Coalition and plans are underway to remove the gas kitchen appliances at City owned aquatics centres and at Sydney Town Hall. In 2024/25, the City completed a major project to switch pool and hot water heating to electricity at Victoria Park Pool. A similar project is now underway at Andrew Boy Charlton aquatic centre. Work is ongoing to replace all gas systems, including space heating, hot water, and cooking equipment, with electric alternatives.	On Track
Net zero emissions in the LGA		
Support building owners and occupants to implement a net zero pathway through targeted programs and grants	Since 2016, the Smart Green Apartments program has encouraged owners corporations to invest \$4.3 million in upgrades, delivering significant savings across their lifespan (reducing running costs by \$10.9 million) and avoiding 65,128 tonnes of carbon emissions. The Better Buildings Partnership is supporting commercial office owners with circular economy, climate positive, and resilience initiatives as well as most recently delivering an electrification masterclass. CitySwitch, Sydney members now procure 70% of electricity from renewable sources and the average NABERS energy rating of members is 5 stars. The Sustainable Destination Partnership is supporting renewable electricity procurement, transition to net zero and communicating sustainability to stakeholders. A total of 26 owners corporations (or equivalent) and four accommodation providers were approved for a Green Building Grant since 1 July 2024. Since 2016, these grants have supported investment in upgrades, delivering significant cost savings to building owners and occupants, avoiding 55,164 tonnes of carbon emissions.	On Track

Support community adoption of renewable energy in line with the City's 50% renewable electricity by 2030 target	The City continues to support our residential community to access renewable energy through feasibility studies for apartment buildings through Green Buildings Grants and Smart Green Apartment Programs. Since its launch we have been focused on promoting the NSW government Solar for Apartments funding program - supporting apartment buildings access the grant to install solar on strata building rooftops. For business communities we continue to disseminate resources on GreenPower, Power Purchase agreement and on-site solar via our website where guides can be accessed.	On Track
Actively participate in industry groups committed to creating a market for low embodied carbon steel, concrete and aluminium	City staff attended industry events supporting embodied carbon initiatives, including Climate Action Week, Green Building Council of Australia and Materials and Embodied Carbon Leadership Alliance forums. The previously reported role of chair of the Local Government sub-group of the Materials and Embodied Carbon Leadership Alliance was passed on after completing a year in the role.	On Track
Zero emissions transport		
Advocate to the federal and NSW governments on key transport emissions reduction (carbon emissions and local air quality) improvement opportunities	Submissions were made during the 2024-2025 financial year to the Australian Government Transport and Infrastructure Net Zero Consultation Roadmap; Transport for NSW Freight Policy Reform Interim Directions Paper; and NSW Legislative Assembly Committee on Transport and Infrastructure Inquiry into Infrastructure for Electric and Alternative Energy Source Vehicles.	On Track
45 Support more people walking, riding bicycles and catching zero emissions public transport	The City continues to support more people walking, riding and catching zero emissions public transport, including through implementing key actions from the Walking Strategy and Action Plan, Cycling Strategy and Action Plan, Access Strategy and Action Plan and the Electrification of Transport in the City Strategy and Action Plan.	On Track
	Our submission and evidence to the NSW Parliament on the e-micromobility issue identified the key NSW Government actions to support increased bicycle riding without affecting walking environments. The City's submission to the NSW Government's Roads Act Review outlined options for improving road management to support people walking and cycling. Our submission to the NSW Government Net Zero Commission reinforces that increasing walking, cycling and public transport use is the best way to reduce transport sector emissions.	
	We strongly supported and then celebrated the Sydney Metro that opened in the second half of 2024. We encouraged Sydney Metro to increase services on it, both in terms of frequency, and start and finish of services. We liaised with Transport for NSW to support Pyrmont Action Group's campaign to reinstate a bus stop on the west side of the city centre for the route 389 service.	
Advocate to the NSW Government for zero emissions buses	The City continues to monitor the NSW Government's plan to have 1,200 electric buses operating in Sydney by 2028. We included electrification of bus depots to enable fleet electrification as a key NSW Government priority in our submission and staff evidence to the NSW Parliament Inquiry into Electric Vehicle Charging Infrastructure.	On Track
Advocate and work with key stakeholders to assist the transition to zero emission transport fleets	The City presented the Electrification of Transport Strategy and Action Plan to the Green Building Council of Australia. We collaborated with councils in a new "community of practice", to assist councils to implement public charging, noting the benefits of a network of public charging across the metropolitan area. We participated in a panel at a council-focussed workshop facilitated by the Net Zero Transport team of the Department of Climate Change, Energy, the Environment and Water. We participate in the SSROC EV working group. We provided evidence (consistent with the City's submission) to the Legislative Assembly Committee on Transport and Infrastructure's Inquiry into infrastructure for electric and alternative energy energy source vehicles in NSW, to advocate for more NSW Government support for scalable faster public off-street charging, electrification of buses and depots, and for strata communities to install charging in their off-street parking.	On Track

Net zero emissions – City assets and operations											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	Q1	2024/25 Result			YTD	Comment	Status
		Result	Result	Target		Q2	Q3	Q4			
Total greenhouse gas emissions for City of Sydney operations	Tonnes CO2	13,514.6	12,553.9	-	-	-	-	11,479.50	11,479.50	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available as has been updated.	Indicator Only
Net zero emissions in the LGA											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	Q1	2024/25 Result			YTD	Comment	Status
		Result	Result	Target		Q2	Q3	Q4			
Total greenhouse gas emissions for the City of Sydney local government area (includes emissions from electricity, gas, refrigerants, transport and waste)	Tonnes CO2	3,428,785	3,225,392	-	-	-	-	-	-	Data for 2023/24 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated. Data for 2024/25 is not yet available.	Indicator Only
Reduction in total greenhouse gas emissions for City of Sydney local government area from 2006 baseline of 5,815,521 tCO2e. Target 70% reduction by 2030 & net zero emissions by 2035	%	41.04	44.54	-	-	-	-	-	-	Data for 2023/24 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated. Data for 2024/25 is not yet available.	Indicator Only
Percentage of electricity demand in NSW met by renewable sources. Target of 55% by 2030	%	29	31.6	-	-	-	-	35.3	35.3	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only
Environmental grants approved by the City of Sydney	\$ '000	672.38	703.89	-	403.23	198.88	0	2.79	604.9	A total of 35 Environmental grants were approved by Council this financial year. These projects were awarded through the City's Green building and Innovation and ideas grant programs. This included support for: a 175 unit apartment building in Erskineville to identify opportunities to reduce energy and water consumption; a feasibility assessment to fully electrify a 45 unit apartment building in Alexandria; development of recycled textile yarn suitable for garment manufacturing; and an interactive pop-up that engages community on embedding nature in our communities intertwining First Nations Caring for Country knowledge.	Indicator Only

2.2 Greening has increased to create a cool, calm, and resilient city

Major Programs			Progress To Date							Status	
Urban greening and canopy cover											
Deliver tree planting programs to maximise urban canopy and reduce urban heat			Projects to increase canopy cover have continued. A total of 847 trees have been planted in the 2024/25 financial year, including 731 street trees and 116 park trees. The in-road planting projects have progressed, with community consultation completed and Local Pedestrian Cycling & Traffic Calming Committee endorsement for Rosebery Avenue and Tweedmouth Avenue projects in Rosebery.							On Track	
Urban greening resilience											
Improve urban greening resilience and diversity by reviewing the City's relevant policies and plans			The review of the Register of Significant Trees is progressing well. The field reviews are complete, and a new online platform has been developed. Community nominations have closed, and all nominated trees have been assessed and added to the draft Register where required. The draft Register is scheduled for community consultation in late August 2025. The implementation of the Urban Forest Strategy, Street Tree Master Plan, and Tree Management Policy and Tree Donation Policy continues.							On Track	
Habitat and biodiversity											
Expand, improve and protect bush regeneration areas and habitat for native fauna in the City's parks and open spaces			The City is managing 15.68ha of land as bush restoration. Sites are maintained by specialists, with volunteer Bushcare/Landcare groups also involved in some areas. Bush restoration sites continue to be maintained to improve habitat value for native flora and fauna. Targeted weeding has been performed to control exotic grasses and annual weeds, resulting in continual improvements in the diversity and density of native flora species. Native birds, lizards and insects are frequently reported to be using the restoration sites. Community volunteers continue to assist with annual planting activities as part of National Tree Day. In July 2024, 5,000 native grasses and shrubs were planted at Sydney Park as part of a community greening event.							On Track	
Community greening											
Support and promote the development of community gardens, footpath gardening, laneway greening, and sites maintained and managed by community groups			The City supports 19 community gardens and 4 Landcare/Bushcare groups operating within the area. Over 550 volunteers and community gardeners are actively engaged. The City encourages and supports groups to become self-managed to a high standard and assists by providing access to grants and donation of materials and plants, including sourcing native plants from local First Nations nurseries.							On Track	
Urban greening and canopy cover											
Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Comment	Status	
						Q2	Q3	Q4	YTD		
New plants planted in City parks and street gardens	No.	72,515	78,579	50,000	23,838	20,645	16,599	18,625	79,707	Infill and new planting continues across City parks, streetscapes and bush restoration areas. Key sites for planting include: Hyde Park, Paradise Reserve, John Street Reserve, Towns Place, North-South Setback, Levy Walk, Wilson Street Plaza and Ibero American Plaza.	On Track

Habitat and biodiversity											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Extent of locally indigenous bushland	ha	15.2	15.2	13.5	-	-	-	15.68	15.68	15.68ha area is currently managed as native bush restoration. New bush restoration areas have been created at McConville Reserve and Sydney Park over the last year. The bushland target will be reviewed as part of the Urban Ecology Strategic Action Plan update.	Indicator Only

2.3 Water is managed to support a resilient, sustainable, and liveable city

Major Programs	Progress To Date	Status
Reduce water use		
Reduce potable water consumption in the City's parks through the introduction of water efficiency projects and programs	Final data for the financial year from Sydney Water is still being validated. Validated data will be available when the 2025 Green Report is published. Based on accrual estimates, parks used approximately 129.3ML of potable water for the 2024/25 financial year. Parks water recycling and harvesting systems supplied a further 48.9ML of non-potable water. Total parks water use was 178.2ML for the year, where recycled water supplied 27%. For those parks with water recycling systems available, recycled water supplied approximately 85% of total water demand. Ongoing actions to reduce potable water use for irrigation in parks includes, smart irrigation trials, improved monitoring and leak rectification, and upgrades/enhancement of water harvesting systems.	On Track

Water sensitive city		
Support strata communities to improve water performance	We continue to seek collaboration opportunities with Sydney Water to promote water performance in residential strata buildings. However, given the current levels of rainfall, engaging stakeholders on water efficiency is challenging, despite the resource and cost savings it is not a priority for many apartment buildings.	On Track
Work with Sydney Water and relevant stakeholders to facilitate delivery of recycled water and water usage reduction initiatives across the local area	The City is working with Sydney Water and other key agencies to expand the use of recycled water across the City of Sydney local area. A Memorandum of Understanding (MoU) has been signed with Sydney Water, which sets the foundation for collaboration on water recycling initiatives and other strategic projects. To support policy and regulatory progress, we have made three formal submissions in the past year: - Two submissions endorsed Sydney Water's 2025–2030 pricing proposal, which includes increased investment in recycled water infrastructure and services. - One submission supported the Recycled Water Roadmap released by the Department of Environment, Energy and Climate Change (DEECCW), aligning with our strategic objectives for a more circular and climate-resilient urban water system. In parallel, we are continuing to work closely with the Department of Climate Change, Energy, the Environment and Water (DEECCW), the Independent Pricing and Regulatory Tribunal (IPART), and other stakeholders to streamline regulatory processes and remove barriers that hinder the delivery of recycled water projects.	On Track

Stormwater quality

Implement and renew pollution control devices and other stormwater systems to reduce stormwater pollution discharged to waterways

The City is completing a multi-year program of adding gross pollutant traps. A new gross pollutant trap was installed in Broughton Street, Glebe in June. Other sites are planned and are at various stages of design and approval. New raingardens are also planned for construction by the City and developers in new and upgraded precincts in Green Square and Erskineville. Maintenance programs are in place for all existing gross pollutant traps and raingardens to ensure the performance of these assets remains optimal.

On Track

Reduce water use

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Potable water use from City operations. Target reduction from 2006 baseline of 431,000 kL	kL	406,950	364,883	-	-	-	-	374,981	374,981	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only
City of Sydney local government area residential potable water use per person per day. Target of 170 litres by 2030	Ltr	220.66	194.20	-	-	-	-	-	-	2023/24 data, not available at the time of the 18 August 2025 Committee meeting, has now been updated. Data for 2024/25 is not yet available.	Indicator Only
Reduction in City of Sydney local government area non-residential potable water use from 2019 baseline of 2.32 litres/sqm/day. Target 10% reduction by 2030	%	29.31	19.83	-	-	-	-	-	-	Data for 2023/24 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated. Data for 2024/25 is not yet available. Data for 2022/23 has been revised.	Indicator Only

2.4 A circular economy approach is embedded in products, services, and systems

Major Programs	Progress To Date	Status
Reduce waste from City operations		
Review and update recycling streams and collection receptacles in City properties and implement technologies that drive reduction in landfill	The uniform recycling program is now a permanent service and this financial year collections totalled 682kg. Battery recycling for City operations also become a regular service and the first collection in June saw 40 kg of batteries recycled. The City is researching how waste at our largest waste collection property – Sydney Park Nursery - can be better managed. New initiatives being implemented will reduce contamination in the green waste skip and increase cardboard recycling.	On Track
Engage with contracted service providers and other relevant stakeholders to improve reporting of strip out, construction and demolition waste from City assets	The City is researching how to better understand the requirement for strip-out and fit-out projects and how the data can best be captured. A methodology for identifying office strip-out and fit-out waste is currently being investigated.	On Track

Sustainable procurement

Develop social and sustainable procurement approaches to be incorporated into procurement planning and processes in relation to targeted categories

Social, sustainability and environmental factors are required to be considered and documented during tender sourcing strategy development and are then included in the tender requirements and evaluation considerations. These will be further developed as part of the Procurement Transformation project.

On Track

Circular economy

Engage with industry and other stakeholders to create opportunities for development of circular economy outcomes in our local area

The City of Sydney is regularly engaging with state government agencies, industry, academia and not for profit organisations to support and advocate for a transition to a more circular economy. City staff contribute to state and federal working groups such as the Australian Packaging Covenant Organisation and Green Building Council Australia, seeking to embed circularity in products, services and the built environment. Recent updates to our City of Sydney grant guidelines has identified circular economy programs focusing on reuse and repair in our local area as a funding priority.

On Track

Advocacy

Provide timely responses to relevant public consultations, participate in state and federal led engagement opportunities, and support regional groups in progressing agreed advocacy positions that promote and embed circular economy outcomes in our area

In recent months the NSW Government has released both an Energy from Waste Options Paper and the first chapter of its draft NSW Waste and Circular Infrastructure Plan. While the NSW Government's recent commitment to addressing the urgent need for new waste and materials infrastructure is appreciated the draft plan falls short of what local governments identify as needed to fix the infrastructure gap. Among the recommendations from the City of Sydney were to a) ensure that amendments to planning approval processes do not override the current engagement processes with local governments, other state agencies and community, b) greater focus be placed on early and transparent community engagement by NSW Government, including education on the necessity of waste infrastructure across all communities and c) request that local government continues to be consulted throughout the development of strategic planning initiatives, particularly where local government is directly impacted. Finally, the remaining chapters need to be balanced across all waste and material streams, not just for residual waste, and more detail provided that include evidence base, timelines for delivery and the responsible departments.

On Track

Reduce waste to landfill

Engage with and encourage the community to avoid, reduce and reuse waste

This year the City delivered 362 waste avoidance activities, engaging with 5425 residents and visitors through the delivery of face-to-face and online education. These activities included 69 waste reduction info pop-ups delivered across 36 community accessible locations, workshops, clothes swaps and activations at social housing events such as Open Days, Pet Day and Seniors' Day.

On Track

At these pop-ups we engaged with 2101 residents about how to safely recycle small electronics and E-bike batteries, how to identify recyclable packaging, provided tips on how to avoid food waste at Christmas and how to use our Doorstep Recycling Service to recycle unwearable textiles and other tricky items from home. We partnered with Homes NSW to provide a pop-up coffee cart with reusable mugs and a recycling workshop for residents at Northcott Estate in Surry Hills. We supported two compost workshops at City Farm and engaged with attendees about food waste avoidance and attended the Wheels & Deals community bicycle reuse event and two free bike tune-up pop-ups to engage attendees about bicycle repair, small electronics and battery recycling.

Other highlights include:

- 8 waste reduction webinars delivered to 206 people on the topics of 'Plastics Decoded', 'Recycling Masterclass', and 'Electronics Unplugged' and
- Tailored responses provided to 230 people's questions through our Ask a Waste Avoidance Expert service.
- 230 residents recirculated 356kg of wearable clothing through our 2 clothing swaps
- 10 education concierge services at the Ultimo Recycling Pop-up, chatting to over 200 people on how to further reduce waste at home while they were dropping of their items for recycling.
- 2165 students across 13 local schools received waste reduction workshops
- 219 parents learnt how to recycle tricky items at 9 pop-up info stalls held on school grounds and university students were engaged on the circular economy as part of Macquarie University's Sustainable Insights Day.
- 22 communication campaigns and 33 e-newsletters were delivered to promote reuse, waste avoidance and our recycling services to our residents.
- Recycling Help tool was launched in a more accessible format which saw a 208% increase in searches.

- 537 waste planning requests were completed by waste planning staff. These include DA referrals, 18 re-referrals, panel requests, conditions satisfied tasks and court appeal input.
- 29 apartment buildings (3,567 households) received custom advice from staff through our 'Recycle Helper Service' on how to improve their recycling levels.

Undertake planning for a food organics recycling service across the local area for residents

The City continues to provide the food scraps recycling service to households that participated in the trial and to add more apartment buildings to the service. In May, all houses that were on the service waitlist were offered the opportunity to join the service. Of those, 289 houses confirmed their interest and received food scraps bins in June. Now the service is available to over 23,200 households across the local area and more than 2,600 tonnes of food scraps have been diverted from landfill.

On Track

On 17 March Council resolved to roll out a food organics (FO) service to all residential properties before 2030 to meet the requirements of the state government FOGO mandate. Service rollout planning is underway to inform future Council decisions on the preferred FO service collection and processing methods.

The insect farming food scraps processing trial has now been running for 6 months. So far 226 tonnes have been processed via the insect farming facility and this has generated around 11 tonnes of insect protein for animal feed and 57 tonnes of frass for fertiliser. There has been great interest in the trial from industry and other councils and Goterra and City staff have run several tours of the facility to demonstrate the technology and share learnings.

In June the City delivered 25-litre food scraps bins to around 300 houses for the pilot of the use of small food scraps bins in houses to evaluate the viability of this bin size for the future service rollout. This pilot is scheduled to start in July.

Increase recycling and reuse opportunities of textiles, soft plastics, electronics and other tricky items through innovative drop-off events and services for residents

Four Recycle It Saturday drop-off events were held this year where 3,550 people dropped off 80 tonnes of materials for reuse and recycling. Unwearable textiles were introduced to these events in February and already 6 tonnes have been recycled. At the last two Recycle It Saturday events we also piloted the addition of a furniture reuse stream, partnering with four local charities. Furniture dropped off was rehomed to families in need or resold in charity stores. Approximately 153 items of furniture were accepted from 100 residents. These included chairs, ottomans, bedside tables and bookshelves. The pilot will be evaluated in 2025/26.

On Track

The City hosted its annual Household Chemical Clean Out event on 19 October 2024. The event is run by the EPA and is also open to non-City of Sydney residents. It attracted a total of 662 people, an increase of 11% in attendance from the previous year. The event collected 24.12 tonnes, an average of 36kgs per vehicle. The most popular items were paint and hydrocarbons.

The Ultimo recycling pop-up received 4,129 drop offs and recycled 25.5 tonnes of materials this year. Of these, 1,154 residents used the pop-up for the first time in 2024/25 and the most popular items dropped-off for recycling were electronics, batteries, small metals, blister packs and polystyrene.

Two additional recycling stations were installed at Victoria Park Pool and Pyrmont Community Centre this year, bringing the total to 20 recycling stations across 18 locations in the City of Sydney. This means 85% of residents live within a 10 minute walk to a recycling station. The stations were updated to improve their accessibility with braille and tactile lettering for people with low or no vision, and blister packs were added as a new recycling stream from June 2025. The stations recycled 3 tonnes of materials this year. This includes 1,475kgs batteries, 208kgs mobile phones, 280kgs light bulbs, 892kgs of small electronics, 175kgs of vapes and 1kg of blister packs.

The City collected 35.4 tonnes of tricky items (including clothes, electronics and polystyrene) from 2,867 pickups directly from residents' homes through the doorstep recycling service over the year. There are two Reverse Vending Machines (RVMs) in the City of Sydney that collect beverage containers through the Return and Earn scheme. Over this financial year Kings Cross collected 1,737,538 containers with a weight of 123 tonnes and Sydney Park collected 3,725,311 containers with a weight of 197 tonnes. This was a combined collection of 5,462,869 containers and 321 tonnes in the City of Sydney.

Efficient cleansing and waste services

Provide an efficient and effective domestic waste service that meets the needs of the community

Bulky waste collections continued to improve and the average of bookings collected within 24 hours of the scheduled collection time was 93% for Quarter 4 of the 2024/25 financial year. Collections are monitored daily, and we remain committed to continuously improving and streamlining service delivery.

On Track

Reduce waste from City operations

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result Q2	Q3	Q4	YTD	Comment	Status
Total waste collected from City managed properties including aquatic centres	Tonnes	942.06	945.58	-	228.71	245.12	247.59	277.02	998.44	This financial year 998.44 tonnes of waste were collected from City properties. This is an increase of 5.5% on the previous financial year.	Indicator Only

Reduce waste to landfill

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result Q2	Q3	Q4	YTD	Comment	Status
Total residential waste collected	Tonnes	65,430.38	63,871.10	-	15,951.85	16,871.47	16,481.29	16,228.85	65,533.46	The amount of total waste generated by residents in Q4 is higher than the same time last year. Data for 2023/24 has been revised.	Indicator Only
Total residential waste collected per capita	Kg/Capita	300.44	276.7	-	-	-	-	281.13	281.13		Indicator Only
Reduction in total residential waste collected per capita from 2015 baseline of 336.74 kg/capita. Target 15% reduction by 2030	%	11	18	-	-	-	-	17	17		Indicator Only
Percentage of source separated recycling of total residential waste. Target 35% by 2030	%	31.39	32.53	-	32.28	31.44	32.16	31.3	31.8		Indicator Only
Percentage diversion from landfill of residential waste. Target 70% by end June 2025 and 90% by 2030	%	50.9	50.41	70	51.05	51.32	52.77	51.32	51.62	The percentage of residential waste diverted from landfill is higher than this time last year.	Attention Required
Resource recovery of waste from the City's parks, streets and public places. Target 50% by end June 2025	%	56.7	51	50	-	-	-	54	54	Data for FY2024/25 has been revised and status updated as target has been achieved.	On Track
Percentage of source separated recycling of waste from City managed properties including aquatic centres. Target 50% by end June 2025	%	54	49	50	49	58	61	56	56	The target of 50% source separated recycling of waste from City managed properties, including aquatic centres, has been exceeded for the 2025 financial year.	On Track

Efficient cleansing and waste services											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Garbage bins collected on time	%	-	99.7	-	99.85	99.84	99.84	99.86	99.85		Indicator Only
Recycling bins collected on time	%	-	99.82	-	99.88	99.82	99.84	99.91	99.86		Indicator Only
Garden organic bins collected on time	%	-	98.46	-	99.14	98.81	98.73	99.45	99.03		Indicator Only
Bulky waste collected on time	%	-	77	-	80	69	72	93	78.5	Collected within 24 hours of the scheduled collection day	Indicator Only

2.5 All city residents and businesses have the capacity to reduce emissions, adapt to a changing climate and share sustainable solutions

Major Programs	Progress To Date	Status
Air quality		

Facilitate community access to air quality data	The NSW Government operates 2 high quality air quality monitoring stations in our area, one in Alexandria and another at Cook and Phillip Park. During the reporting period, local air quality was consistently reported as 'good' (the best rating). Data is available at https://www.airquality.nsw.gov.au/air-quality-in-my-area/concentration-data	On Track
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Climate risk and adaptation

Understand the city's climate change risk exposure and develop climate adaptation treatments to better prepare the community	A microclimate project to understand hot areas and heat benchmarks was completed, with the report published and the data being used in climate resilience projects. The City is continuing to develop digital and non-digital resources to help the community prepare for hot days. The City is also continuing to support and work with teams across the organisation to access data and modelling to enable them to develop their own climate adaptation initiatives.	On Track
Develop a framework to understand and address climate change impacts on priority community groups	The work to understand and address climate change impacts on priority communities continues. This includes advising on projects run by community groups in our local area to develop disaster preparedness for climate events. Work continues to prepare for the coming summer and provide resources for community to prepare for and adapt to potential hot days and heat waves.	On Track

Programs and partnerships

Implement projects, programs and advocate to improve environmental performance in the commercial office sector	The City of Sydney is improving its environmental performance in the commercial office sector through the Better Buildings Partnership and the CitySwitch program. This year, the Better Buildings Partnership achieved a 95% reduction in direct and indirect emissions intensity and a 58% reduction in energy intensity since 2006. For this year 88% of base building electricity was sourced from renewables, and water use intensity was reduced by 64%. Three projects were delivered: a circular procurement guideline; a resilience project on collective action for community cohesion; and industry capacity building through masterclasses on green leasing, electrification, and circular fitouts. CitySwitch results for this year show 96% of members are measuring direct and indirect emissions, 48% of electricity consumed is from renewable sources, 78% have resource recovery programs, and 73% are quantifying supply chain emissions. Three national campaigns were delivered, focused on member engagement, reducing travel emissions, and mandatory climate reporting.	On Track
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Implement projects, programs and advocate to improve environmental performance in the accommodation and entertainment sector	This year, the Sustainable Destination Partnership achieved a 31% reduction in carbon emissions and a 21% reduction in water use against the financial year 2018 baseline. The work of the Partnership contributed to Sydney placing tenth in the Global Destination Sustainability Index. The 2024/25 workplan was delivered across all three working groups. This year marked the end of the current phase of the Partnership. Members collaborated to co-design the strategy to 2029, which was endorsed at the June Leadership Panel meeting. New working groups and focus areas were established, along with updated targets. Partners have committed to higher membership requirements in the new phase, demonstrating strong leadership of the program.	On Track
Implement projects, programs and advocate to improve environmental performance and resilience in the residential strata sector	Since 2016, the Smart Green Apartments program has encouraged owners corporations to invest \$4,343,134 in upgrades, delivering significant cost savings across project lifespans (reducing running costs by \$10.9 million) and avoiding 65,128 tonnes of carbon emissions. Since 2016, the City of Sydney's Green Building Grants have supported the investment of \$1.7 million in upgrades to apartment buildings, delivering significant savings across project lifespans, (saving \$8 million in running costs) and avoiding 41,223 tonnes of carbon emissions. A total of 26 Owners Corporations (or equivalent) have been approved for a Green Building Grant this financial year. Four webinars were hosted this financial year covering hot water heat pumps, electric vehicle charging, communicating sustainability in strata and solar on strata building rooftops, engaging 584 attendees. The Sustainability Apartments Reference Group met quarterly this financial year, most recently in May, to drive sustainability outcomes for high density communities.	On Track

SD03 Public places for all

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

3.1 Aboriginal people, their history and cultures of this place are evident in the public realm

Major Programs	Progress To Date	Status
Aboriginal and Torres Strait Islander people are influential in shaping the city		
Develop a framework / strategy, in consultation with relevant stakeholders, to assist in planning the city to address and implement Connecting with Country principles	The City of Sydney is working towards a Connecting with Country Framework based on the principles of the Government Architects Connecting with Country Framework that will assist shaping the City's own projects and external projects. This will be developed with the relevant Land Council's and communities. This work will build on work already done for Sydney Barani and other projects already underway on the Eora Journey and Sustainable Sydney 2030-2050 strategies.	On Track

3.2 Welcoming, inclusive and connected streets and public spaces are created and maintained

Major Programs	Progress To Date	Status
Welcoming, accessible and equitable public spaces		
Continue to deliver public domain capital works projects 55	Progress continued in development and delivery of public domain capital works projects. The eastern section of the Green Square to Ashmore Connector road open to public and temporary footpath extension to Bourke Road open for access to O'Riordan St. Main gas works to Bourke Road completed and stormwater works in progress. Link Road and Epsom Road intersection detailed design complete. Utilities authorities engaged for design and construction for services relocation works. Construction of the new George Julius Avenue progressing with excavation works complete, services works and off site fabrication of playground equipment progressing. Construction of George Street North pedestrianisation works progressing at Margaret Street between George and York Streets. Pedestrianisation on the eastern side of George St has been completed, except for between Curtin Pl to Hunter St. Forecast completion is early 2026. Loftus Street & Reiby Place upgrade progressing with northern end open to public and continuous footpath treatment at Reiby Place and Loftus St intersection complete. Works to Customs House Lane and between Bridge St and Reiby Pl, except at Bridge Street intersection has been completed. Dixon Street public domain improvements progressing with restoration of Ceremonial Gates complete and opened to public. Public domain upgrade works to commence on site mid-2025. Crown Street public domain construction progressing with completion by end 2025. Planning for Sydney Square upgrade commenced with scope endorsed. Town Hall Square development phase commencing July 2025.	On Track
Public amenity		
Provide high-quality public domain cleaning service that meets the needs of the community	The Cleansing team continues to work towards enhancing service levels across all areas to provide a clean and welcoming environment for both residents and visitors. Work continues on optimising night shift operations to address the City's unique demands during off-peak hours. This includes refining detailing processes, deploying specialised equipment for high-traffic zones, and prioritising high-profile locations that require frequent attention within the city precinct. To meet evolving urban challenges, we are implementing initiatives to equip our team with the skills necessary for servicing newly developed areas and maintaining critical infrastructure, such as cycleways and pedestrian zones. Procurement of smaller buggy style vehicles will allow a focus on mobilising the manual task and giving greater coverage of the task, providing an opportunity to increase service delivery where required.	On Track

Public safety and compliance												
Maintain inspection programs to monitor legislative compliance in the areas of fire safety, building compliance, late night trading premises and public health	All inspection programs are being maintained and prioritised by risk. This includes proactive inspection of retail food premises, late night premises on trial consents, boarding houses, backpackers and swimming pools.									On Track		
Conduct targeted patrols in the public domain to address illegal dumping, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act	For the 2024/2025 financial year there were a total of 8,874 hours of patrols conducted and 493 notices issued.									On Track		
Public spaces meet community needs												
Undertake periodic review of public domain design codes in the city	The Sydney Lights Public domain design Code 2015 is currently being reviewed and updated to align with changes to Australian Standards, City policy settings and City lighting palette. Update to Streets Code underway to include latest accessibility directions for narrow footpaths with greening as well as to align with City's Walking Strategy.									On Track		
Welcoming, accessible and equitable public spaces												
Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Q4	YTD	Comment	Status
Road renewed/treated program	m2	41,338	45,280	30,000	44,694	1,065	647	425	46,831	The majority of works were delivered in Q1 to streamline delivery and minimise overall community disruption.	On Track	
Footway dining in the village centres	m2	5,723.48	6,459	-	6,954.11	7,759.77	8,196.19	8,391.52	8,391.52	This area represents 754 footway consents	Indicator Only	
Footway dining in the city centre	m2	3,199.25	4,144	-	4,428.4	4,854.52	5,065.24	5,725.12	5,725.12	This area represents 281 footway consents.	Indicator Only	
Public amenity												
Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Q4	YTD	Comment	Status
New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	10,837	10,888	7,500	2,598	2,564	3,308	3,584	12,054	Significant projects have included Mitchell and Glebe St Glebe, Renwick St Alexandria, Wilson St Plaza Darlington, and Rothschild Ave Rosebery. This work aims to green and cool the City while contributing toward the delivery of the City's greening target of 40% by 2050.	On Track	

3.3 Creativity and culture is embedded in the fabric of the city

Major Programs	Progress To Date	Status
Enable artists' contributions to the cultural life of the city		
Advocate for and support the delivery of public art in new developments and develop partnerships to enable delivery of public art projects and programs	The City supports the delivery of public art in new developments by reviewing and providing advice on all public art projects from conception to delivery in line with our Guidelines for 'Public Art in Private Developments'. Projects of strategic importance or facing particular challenges are taken to the City's Public Art Advisory Panel for review and advice which is then passed on to the proponents through the planner. This process ensures a high standard of public art is delivered to the benefit of the community, enriching the cultural life of our City. The City has developed partnerships with Place Management NSW and various Cultural Institutions along the Harbour Foreshore to deliver Yananuralla, curated by Emily McDaniel as part of the Eora Journey and is seeking alignment with private developments that intersect with this project.	On Track

3.4 Physical and visual connections to the harbour are strengthened

Major Programs	Progress To Date	Status
Connecting with the harbour foreshore		
Develop and deliver a staged implementation of public art and other projects for the Eora Journey Recognition in the Public Domain Program through the Yananuralla	Yananuralla, (formerly the Harbour Walk) curated by Emily McDaniel, provides a curatorial approach to Aboriginal recognition along the harbour foreshore in the public domain. Interpretive markers are installed at key points along the 9km length of the walk which feature a bara (shell hook) icon. These markers have been included in the City's Culture Walks App as a walk, to encourage people to walk country. Artist Lucy Simpson is carrying out design development of her concept in response to the brief for 'Sitelines and Conversations' informed by community consultation. Community consultation is underway to inform the brief (currently in development) for a public artwork celebrating the Sydney Aboriginal language at Tara/Dawes Point the site where Patyegarang, a young Aboriginal woman, gifted the language to William Dawes who recorded it in his notebooks for future generations. A video to communicate the brief and the role of language in the project to community is also being produced with Aboriginal and Torres Strait Islander community.	On Track

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3.5 Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing

Major Programs	Progress To Date	Status
Equitable distribution and access		
Undertake review of the City's Open Space and Recreation Needs Study to inform future priorities and directions	Review of City's Open Space, Sport and Recreation Needs Study has commenced. The research and assessment phase has focussed on documenting open space, sport and recreation improvements over the last 10 years, current and future projected population and demographic changes, recreation trends and demands and opportunities to increase the availability of open space, sport and recreation facilities to meet assessed demand.	On Track

Land under the care and control of the City is managed equitably

Review the City's Plans of Management as required, ensuring that public space is managed in an equitable, inclusive, resilient and regenerative way	The review of the draft Generic Plan of Management is nearing completion for public exhibition. The City will continue to review the remaining Plans of Management in order of importance. The Draft Generic Plan of Management includes 250 properties. The Hyde Park Plan of Management is delayed due to the ANZAC Memorial Trust amending their act. This is currently with Parliament for consideration.	On Track
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Access to pools and sporting facilities

Deliver programs and services at pools, sporting facilities and community tennis courts that support inclusive participation, social connection and wellbeing

Throughout the 2024/25 financial year the City's pools delivered programs promoting inclusion, wellbeing and community connection. Water safety and swim programs targeted First Nations children, refugees, asylum seekers and culturally diverse communities. Signature events included the Yabun Festival, Trans and Gender Diverse pool activations and Winter Health & Wellbeing Week. The pools also engaged over 600 new participants through Seniors Festival activities and welcomed 6,687 attendees at our Open Day, supporting participation and strengthening partnerships across diverse communities.

On Track

Our tennis centres delivered inclusive programs fostering participation and social connection. Highlights included Blind and Low Vision Tennis, Wheelchair Tennis and First Nations Junior programs, with over 1,700 coaching visits and 1,000 competition entries at Rushcutters Bay. Youth programs recorded 582 school visits and 1,118 hotshots attendances. Major events included the International Wheelchair Tennis Futures Tournament and Club Championships. Indigenous Youth After-school and Seniors Festival activities improved access, supporting the City goals to break down barriers and promote active, connected communities.

Land under the care and control of the City is managed equitably

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Q4	YTD	Comment	Status
Green open space under the City's care and control (excluding Civic spaces)	ha	-	215.73	-	-	-	-	-	217.5	217.5	The increase over the past year is due to the creation of new streetscapes and traffic treatments and an ongoing audit to accurately capture existing streetscapes and traffic treatments. This indicator has been previously published with the incorrect unit of measure. The unit of measure has now been corrected to hectares.	Indicator Only

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Access to pools and sporting facilities

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Q4	YTD	Comment	Status
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	93.25	95.5	85	98	95	98	95	95	96.5	Year on year the demand for sports fields continue to exceed capacity.	On Track
Attendances at aquatic and leisure centres	000	1,798.77	1,998	-	430	487	551	455.53	1,923.53		Attendance declined slightly this year. Contributing factors include the full-season closure of Andrew (Boy) Charlton Pool and the temporary closure of Victoria Park Pool in late September and early October for essential maintenance and capital works. Strong attendance was seen during recreational swimming, school bookings and community events. Fitness and wellbeing programs outperformed aquatics, with notable participation from older adults and low-income groups.	Indicator Only

Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Peak Occupancy - Perry Park Recreation Centre	%	90	92	-	91	86	82	93	93	Peak-time occupancy increased this year, indicating stronger utilisation during high-demand periods. Overall participation also grew with 317,318 visits recorded, an increase of 47,798 visits (up 18% on the previous year). This includes increased use by people accessing the adjacent new synthetic field at Perry Park, many of whom are also making use of the centre. On average 124 indoor and outdoor teams took part each week in social sports competitions - 18 more than last year. We partnered with hirers and local organisations to deliver a range of community events and activities. Other highlights included our first International Women's Day celebration with over 150 attendees, Perry Park Open Day attracting more than 500 visitors, and the Mardi Gras Volleyball Tournament with over 250 participants.	Indicator Only
Peak occupancy - City's outdoor tennis courts	%	67	68	-	74	75	78	85	85	Occupancy improved each quarter this financial year driven by sustained community interest and a diverse range of programs including court hire, group lessons, social tennis and special events. In Q4, occupancy peaked at an average of 85% across all centres, boosted by inclusive initiatives aligned with City priorities - such as Pride Month activations, culturally and linguistically diverse programs, and accessibility-focused events.	Indicator Only

SD04 Design excellence and sustainable development

The city will continue to grow sustainably and with good design. Communities are inclusive, socially connected, healthy, and live in walkable well-serviced neighbourhoods, supported by public transport. We take the impact of our changing climate into account in the policies that influence development in the city

4.1 The city's liveability will be enhanced through well planned and designed development												
Major Programs			Progress To Date							Status		
Inclusive and accessible places												
Investigate new and updated planning controls for universal design, child friendly developments and recognition of LGBTIQA+ heritage in Oxford Street			The LEP/DCP update was approved following public exhibition in June 2025 and includes controls to increase the number of apartments that are universally designed, and to increase the supply of well-located family-friendly apartments. The controls will come into force when the LEP has been drafted and published by the NSW Government. Council approved the exhibition of 3 proposed heritage items associated with the LGBTIQA+ community on Oxford Street. The NSW Government issued a Gateway Determination in May 2025.							On Track		
Update the City's planning framework and engage with the NSW Government to support nightlife and entertainment			The City prepared new planning controls to manage entertainment sound. The controls set requirements for new venues and residential buildings to improve certainty for live performance. A discussion paper was also prepared to seek community and business feedback on establishing Special Entertainment Precincts. In March 2025 Council adopted the new entertainment sound DCP and it has come into force. Council also endorsed proceeding with Special Entertainment Precincts. Special Entertainment Precinct Management Plans and Sound Studies are being prepared.							On Track		
Create great places												
Review planning controls for centres, high streets, heritage areas and other strategic precincts, and consider heritage listings to create great places			Draft planning controls for the Pyrmont Peninsula, in response to the NSW Government's place strategy, were exhibited in late 2024. Submissions are being considered and the outcomes will be reported to Council in 2025. The draft planning controls for conservation areas received NSW Government conditional approval for exhibition in January 2025 and was exhibited in June 2025.							On Track		
Urban renewal												
Develop and implement public domain plans and placemaking strategies for urban renewal areas as required			The City continues to deliver the new streets, open spaces, pedestrian and bike links in line with our public domain strategies for urban renewal areas, in particular Green Square and Ashmore Estate. Facilities are being delivered as part of joint projects with the Department of Education including Green Square School and Community Spaces, which is nearing completion. This project includes spaces for community use at all times as well as amenities for out of school hours use by the community. Programming of Green Square Plaza and other public spaces in Green Square is ongoing with events and activities as community/ place making initiatives such as the Green Square Market held monthly on Saturday.							On Track		
Create great places												
Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Q4	YTD	Comment	Status
Average time to determine 90% of footway applications	Days	23.1	22.4	35	18.4	21.8	22		22	22		On Track
Annual investment on acquiring, developing, and enhancing infrastructure and assets	\$M	75.43	96.38	-	-	-	-		99.05	99.05		Indicator Only

4.2 Productivity will be supported by planning for jobs, innovation, and enterprise activities

Major Programs	Progress To Date	Status
Central Sydney Planning Strategy		
Implement the Central Sydney Planning Strategy to facilitate commercial space and activity	The City continues to assess site specific planning proposals consistent with the Central Sydney Planning Strategy. The planning proposal for 56-60 Pitt Street was endorsed post exhibition by Council and the Central Sydney Planning Committee in June.	On Track

Planning for business, industry and economic opportunities

Conduct strategic studies and reviews to inform planning control amendments that protect and grow business, jobs and economic opportunities	The Central Sydney Planning Committee and Council recently endorsed the post exhibition planning proposals for 47-51 Riley Street and 56-60 Pitt Street which are for commercial office buildings. The City's Ultimo Pyrmont planning proposal has been exhibited and submissions are under review. It will also contribute to expanded economic opportunities.	On Track
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Planning for business, industry and economic opportunities

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Commercial development approved	m2	109,568	144,554	-	27,830	19,185	31,387	27,642	106,044	Developments approved in Q4 include a 31-storey hotel development in Haymarket with 12,000m ²	Indicator Only
Commercial development completed	m2	205,631	114,746	-	13,326	1,243	157,791	76,310	248,670	Developments completed in Q4 include 75,000m ² in a 39-storey development in the CBD	Indicator Only

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4.3 Communities will be supported by the provision of infrastructure and assets that are aligned with growth

Major Programs	Progress To Date	Status
Infrastructure planning, delivery and collaboration		
Collaborate with the private sector to deliver new or upgraded public infrastructure aligned with new development	The City executed 12 new Planning Agreements with the private sector. The Agreements will deliver new and upgraded public infrastructure including widened footpaths, new roads, new laneways and extensions to parks in Alexandria, Beaconsfield, Glebe, Rosebery, Surry Hills, Woolloomooloo and Zetland.	On Track
Review contributions plans to support the delivery of infrastructure needed by new development	The Draft Ultimo Pyrmont Local Infrastructure Contributions Plan has been on public exhibition and City staff are now preparing to report this plan back to Council. The proposed minor amendments to the Central Sydney Development Contributions Plan 2020 to achieve consistency and alignment will be reported back to Council at the same time as the Draft Ultimo Pyrmont Local Infrastructure Contributions Plan. Work continues on options for a new contributions plan to replace the City of Sydney Development Contributions Plan 2015.	On Track

Infrastructure planning, delivery and collaboration											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Voluntary Planning Agreements offers	No.	12	11	-	5	1	6	5	17		Indicator Only
Voluntary Planning Agreements executed	No.	8	12	-	3	1	1	7	12		Indicator Only

4.4 Good design leads to buildings and public spaces that are high performing, well designed, inviting and inclusive

Major Programs	Progress To Date	Status
Design excellence		
Facilitate competitive architectural design processes to achieve design excellence	In the 2024/25 financial year the City has facilitated the completion of 6 competitive architectural design processes located in Rosebery, Zetland, Alexandria, Haymarket and Surry Hills, and has assisted with State led processes.	On Track

Advice from expert panels											
Facilitate the Design Panels to provide expert advice on major public projects, private development and public art proposals			The Design Advisory Panel and Public Art Advisory Panel meet monthly and continue to provide valuable expert advice to the City on public domain design, park projects, major development applications and public art proposals.								On Track

Advocacy											
Engage with government led urban renewal projects to deliver design excellence, high environmental performance and provide appropriate infrastructure			The City is monitoring projects at Central Station, Waterloo South and Blackwattle Bay as State led precincts. We will continue to engage with relevant agencies as required to deliver design excellence, improved sustainability outcomes and appropriate infrastructure.								On Track

Design excellence											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Design excellence competitions completed	No.	7	13	-	-	-	-	6	6	Since the start of the financial year the City has facilitated the completion of 6 competitive architectural design processes.	Indicator Only

4.5 Well planned and designed development reduces environmental impacts and improves resilience, health and sustainability

Major Programs	Progress To Date	Status
Development supports a healthy environment and community		
Investigate planning controls to increase tree canopy, encourage green roofs and support biodiversity in development	Draft planning controls to increase tree canopy where possible, encourage green roofs and support biodiversity in development were adopted by Council June 2025 following public exhibition. The controls will come into force when the LEP is drafted and published by the NSW Government.	On Track

Better designed and operated buildings

Advocate for improvements to the National Construction Code to achieve net zero buildings by 2035	The National Construction Code (NCC) is reviewed by the Australian Building Codes Board (ABCB) every three years. The latest update NCC 2022 has been mostly adopted by the NSW Government planning framework which applies to the City of Sydney area. The City's most recent advocacy was a submission in June 2024 relating to energy efficiency changes proposed for the NCC 2025. The ABCB has confirmed the adoption of NCC 2025 has been delayed.	On Track
Investigate opportunities for development to use water efficiently and improve the health of waterways through changes to the planning controls	The City has completed a study of stormwater management and reuse controls. Water efficiency and updated stormwater reuse controls for buildings have been adopted by Council in June 2025 following public exhibition as part of the LEP/DCP Update. The controls are expected to come into force in late 2025.	On Track

Increase resilience through well designed and planned development

Update floodplain management planning controls to manage risk and achieve good urban design outcomes	The Interim Floodplain Management Guidelines are being incorporated into the City's planning controls as part of the LEP / DCP Update. The updated planning controls are to manage flood associated risk and achieve good urban design outcomes. The updated planning controls were adopted by Council in June 2025 and will come into effect when updates to the Sydney LEP are made later in 2025.	On Track
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Better designed and operated buildings

Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Average time to determine 90% of DA applications	Days	85.23	84.4	55	62.9	58.3	58	58.6	58.6		Watch
Average processing time for construction certificates	Days	9.96	10.38	15	10.8	11	4	11	9.2	Average processing times meet the KPI target of 15.	On Track
Average time to determine 90% of S4.55 applications	Days	48.87	42.77	40	41.3	35.5	34	33	33		On Track
Median (net) assessment time to determine DA & S4.55 applications	Days	64	61	45	56	44	46	44	44		On Track
Outstanding DA & S4.55 applications over 100 days	%	35.6	19.57	20	14.3	10.9	19	17	17		On Track

SD05 A city for walking, cycling and public transport

The city is greener and calmer, with more space for people on the streets – including footpaths and cycleways. More people choose to walk, ride and use public transport. All vehicles in the city are zero emissions

5.1 Street space is reallocated for people, places and planting		
Major Programs	Progress To Date	Status
Public domain and public space programs		
Ensure the needs of our diverse community are considered in the public domain master planning including transport and urban growth projects	The City has advocated for high quality and co-ordinated public domain outcomes for metro station precincts and the completed Redfern Station upgrade. Advocacy and input into major state government development projects including Blackwattle Bay, Waterloo Estate, Barangaroo Central/Hickson Road and North Eveleigh is ongoing. The prime objective is to ensure a high quality, accessible public domain to allow people to walk and cycle to public transport and other destinations including home, work and recreation as well as new public spaces for people to recreate.	On Track
Reallocation of street space		
Support the implementation of the pedestrianisation of George Street and relevant city streets	The City continues to work with Transport for NSW to deliver the remainder of the George Street pedestrian boulevard between Hunter and Alfred Streets. Construction is progressing well between Hunter and Essex Streets.	On Track
Manage the demand for kerbside space including parking to ensure there is equitable access to the constrained supply	Kerbside restrictions are implemented to manage various needs and encourage parking turnover. Kerbside use including parking, kerb extensions, bicycle parking and outdoor dining are implemented in accordance with relevant strategies, policies and approval through the Local Pedestrian, Cycling and Traffic Calming Committee.	On Track
Partnerships to improve road safety and reduce traffic		
Work in partnership with the NSW Government to reduce traffic speeds and volumes to keep people safe and reduce road trauma	The City is collaborating with Transport for NSW to reduce speed limits to a maximum of 40km/h on all roads within the City of Sydney, including local, regional and state roads. Transport for NSW is responsible for approving these changes. With funding and approval by TfNSW, all local and regional roads in the City of Sydney local area now have a speed limit of 40km/h. The City will continue to advocate for a 40km/h limit on the state road network within the City of Sydney local area. Additionally, the City has applied to Transport for NSW for a 30km/h speed limit in the existing city centre 40km/h High Pedestrian Activity Area, in line with Action 15 in the City's Access Strategy and Action Plan. In March 2025, the City made a high level submission to NSW Government's review of the Roads Act 1993 (stage one). Through this, we advocated for: • providing Councils with responsibility to manage the reduction of speed limits on our local roads (as long as the process set by TfNSW is reasonable and not excessively resource intensive) • providing Councils with responsibility to set 10km/hr speed limits on local roads associated with shared zone proposals	On Track

Public domain and public space programs											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Length of streets across the local government area with a speed limit of 40km/h or less	Km	328.82	328.82	-	328.82	393.5	393.5	393.5	393.5	With funding and approval by TfNSW, all local and regional roads in the City of Sydney local area now have a speed limit of 40km/h. This included conversion of local roads in Forest Lodge, Camperdown, Beaconsfield, Rosebery, Waterloo, Alexandria, Redfern, Moore Park, Glebe from 50km/hr to 40km/hr or less in November 2024. The new 40km/h speed limit will improve road safety outcomes. It is anticipated that this speed reduction will reduce fatalities and serious injuries by between 30 and 40 percent.	Indicator Only
Reallocation of street space											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway replaced by green verge	m2	3,858	6,005	2,000	1,678	489	310	1,050	3,527	Large scale footway and traffic safety improvement programs provided additional opportunities to increase greening.	On Track
5.2 Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area											
Major Programs			Progress To Date								Status
Promote public transport solutions											
Advocate for extension of Metro West by 2030, including stations for at least Zetland and Central			The City advocated to the Transport for NSW for identification and protection of a corridor for the extension of Metro West to at least Zetland. The City includes early construction of Metro West to Zetland as a priority for NSW Government in the submission to the NSW Net Zero Commission, with a draft circulated to Councillors in June 2025.								On Track

5.3 More people walk more, because walking is the most attractive and convenient choice for short trips in the local area

Major Programs	Progress To Date	Status
Improve safety, connectivity and amenity		
Develop and oversee a program of pedestrian crossings to make walking safer and easier	The City is now using a needs-based approach for prioritising pedestrian crossings based on land uses, and gaps in the walking connectivity. The City continues to undertake Walking and Place studies to identify further areas for crossing improvements in targeted precincts, with items from these studies being fed into capital works programs and grant applications. In addition, the Walking Strategy and Action Plan, adopted June 2024, provides a remit to double the number of pedestrian crossings installed over the next 10 years. The changes to approval processes made possible by the NSW Government Delegations relating to streets could also provide some opportunities for accelerating a program to deliver pedestrian crossings in some locations, however the City is in the process of finalising an internal processes to implement the Delegations. In the interim, all new crossing proposals will continue to go to the Local Pedestrian, Cycling and Traffic Calming Committee for consideration.	On Track
Deliver improvement works in the Central Business District, including the installation of smartpoles, upgraded and improved sustainable street lighting, traffic signals, street furniture and the installation of granite paving	The 2024/25 Central Business District Streetscape Improvement program included granite paving in Clarence Street and York Street and installation of new Smartpoles and LED lighting on Clarence Street and new Smartpoles for traffic lanterns at the intersection of Barrack and York Streets. Works at all these locations are now complete.	On Track
Implement priority public domain improvements from the walking strategy and action plan	The City is implementing priority public domain improvements from the Walking Strategy and Action Plan through our footpath renewals and upgrade programs, pedestrian access improvement programs, the rollout of an upgraded street furniture suite, pedestrian lighting works, construction of traffic and pedestrian facilities and the addition of green space along our streets as part of these programs. Crown Street was also prioritised for upgrade as a village main street and incorporates wider footpaths, greening, additional trees and street furniture in accordance with walking improvement principles listed in the plan.	On Track
Encourage and monitor walking participation		
Implement a program of activities that removes barriers to walking by improving safety and connectivity for people walking	The City's Walking Strategy and Action Plan was adopted in June 24. In addition to continuing existing programs of walking and public domain improvements worth around \$28 million per year, the action plan includes a number of further initiatives to increase our commitment to improving the walking experience. This includes updating our design guidance, improving how road rules relate to people walking, developing a code of practice to minimise the impacts of construction activities on people walking and advocating for improved priority at signals and reduced speed limits. We have commenced work on some of the actions in the strategy already, including a review of crossing design and updating our design guidance. As part of Transport for NSW's review of the Roads Act, the City is also advocating for the Act to better enable road managers to design and manage streets with priority in most instances to people dwelling in places, walking, riding bicycles, or catching public transport.	On Track
Advocacy		
Work with the NSW Government to decrease waiting time and journey time for people walking in areas of high pedestrian activity in the local area	The City continues to advocate for greater priority (reduced delay) for people walking in the city centre and other areas of high pedestrian activity. This includes advocating for reduced waiting times, reduced crossing distances at intersections, increasing space and improving quality of the public domain for people walking. This also includes through implementing shared zones to provide people walking with priority over people driving. These items are all key actions in the City's Walking Strategy which was adopted in June 2024. The City also chairs a monthly coordination group with Transport for NSW to facilitate discussions around reducing delays for people walking at individual signals. The City is investigating opportunities to provide priority controlled intersections in lieu of signalised intersections to improve priority for people walking,	On Track

Improve safety, connectivity and amenity											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Transport-related projects (footpath widening, traffic calming measures, intersection upgrades, etc.) delivered as part of the City's pedestrian, cycling and traffic calming plans	No.	24	16	10	2	11	5	13	31	Target exceeded due to key state funded large scale capital works projects focusing on pedestrian safety and active transport.	On Track
Footway renewed	m2	14,193	18,312	10,000	7,240	3,416	918	1,873	13,447	The increase in quarter four is due to completion of large shared zone - Wilson Plaza.	On Track
New granite infill paving	m2	906	3,179	1,500	0	120	1,369	327	1,816	Annual target achieved.	On Track

Encourage and monitor walking participation											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25		2024/25 Result				Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Walking counts at key locations in the Local Government Area. November 2021 baseline of 503,442	No.	666,972	739,719.5	-	-	720,952	-	805,794	763,373	Average pedestrian volume increase across 15 sample locations between November 2021 (baseline) to March 2025 is 60% showing very strong recovery post-Covid. Average year to date pedestrian volumes have remained consistent since 2023 (variations of up to 3%). The aim of this measure is to track changes in pedestrian activity across the Sydney local area. The measure includes both weekend and weekday counts, and the sites have been selected so that there is one on each village high street and four in the city centre.	Indicator Only

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5.4 More people ride more, because it is an attractive, convenient and safe option for everyday transport		
Major Programs	Progress To Date	Status
Safe, connected cycleways		
Implement cycleways within our local area as per the future bike network approved by Council	Construction of Castlereagh Street streetscape upgrade and cycleway is complete, and the cycleway was opened on 1 November 2024. Construction of the Glebe to Ultimo cycleway along Kelly and MaryAnn Streets is also complete and open. Construction is underway and nearly complete on: • Oxford Street and Liverpool Street cycleway • Ashmore to Green Square Connector cycleway, and • Wellington Street cycleway. Construction will commence in the coming months on the King Street to College Street cycleway link, the Rosebery Quietway, O'Dea Avenue cycleway and Ultimo to Surry Hills cycleway. The Surry Hills to Central Quietway is in design.	On Track

Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local area	Capital works projects and maintenance programs are in place in line with the Cycling Strategy and Action Plan to enhance and maintain the cycleway network across the City of Sydney local area. Projects for 2024/25 included the City South Bike network link at Kelly and Mary Ann Street and the installation of cycling contraflow signage and line marking along one-way streets across the City of Sydney local area which are both now complete. The city completed a large shared zone at Wilson Plaza, Redfern to make the area more accessible and safer for pedestrians, cyclists and road users.	On Track
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Collaboration

Work with neighbouring councils, state and federal governments to implement a cycleway network across Sydney	City staff continue to work with Transport for NSW (TfNSW) to add key missing links with neighbouring councils, including: - TfNSW has federal funding to construct Wilson Street missing link on state road between King Street and Erskineville Road in 2026 - TfNSW has started construction of the permanent Bridge Road cycleway - Sydney Park Road - TfNSW has constructed stage 1 in early 2025 and will complete further stages later - Sydney Harbour Bridge southern exit - no progress - Alexandra Canal - the TfNSW section is now on indefinite hold - Oxford East - TfNSW have finished the concept design and business case TfNSW has started construction of the missing section of King Street cycleway in the city centre. We are providing advice and input to TfNSW for the business case and concept development for the three TfNSW Strategic Cycleway Corridors within our local area. City staff also continue to provide advice and guidance for neighbouring councils.	On Track
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Encourage and monitor cycling participation

Encourage bicycle riding in our local area 68	During this financial year we ran 40 guided rides with 290 participants, to show people the bike network and build confidence. We also held 73 Share the Path onsite education sessions that delivered 905 free tune-ups, 2437 maps and attached 435 bells. These numbers represent opportunities to have a conversation with people about courteous and safe riding. Attendances at the City's cycling courses included: 96 attended the Cycling in the City course 94 did the individual Cycling in the City course 61 attended the Rusty Riders course 61 staff completed the staff cycling course 130 attended Bike Care & Maintenance course 2437 young children attended Balance Bike Clinic 172 children did the schools course	On Track
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Safe, connected cycleways											
Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
New separated cycleways provided	Km	4.23	-	2	0.16	1.19	0.8	0	2.15	No new separated cycleways completed this quarter	On Track
New on-road cycleways provided	Km	0.77	2.97	2.6	0	13.87	0	0	13.87	No new on road cycleways this quarter	On Track

Encourage and monitor cycling participation											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Cycling counts at key intersections in the City of Sydney local government area. Baseline March 2010 19,152	No.	42,556	50,855	-	-	46,019	-	55,030	50,524.5	There were 55,030 instances of bikes observed at the 78 intersections during the counting period (6-9am+4-7pm) on the count date in March 2025. This figure is meaningful only to show growth since counts at the same intersections began in March 2010. The number represents +187% growth in that time (almost three times as many bike trips observed).	Indicator Only
Growth in cycling activity at key intersections around the City of Sydney	%	9	2	-	-	0	-	20	20	At the March 2025 count there were 20% more bike trips counted at key intersections than at the October 2024 count. The total growth since counting started in 2010 is now +187% (nearly three times as many trips).	Indicator Only
Attendees at cycle safety courses	No.	267	257	-	56	77	75	43	251	Total of 251 attendees (96 Cycling in the City, 94 one-on-one, 61 rusty riders) over the financial year.	Indicator Only

5.5 Freight, servicing and parking will be managed to support the efficient functioning of the city while improving the amenity of city spaces		
Major Programs	Progress To Date	Status
Efficient freight and servicing		
Work with the NSW Government and businesses to develop new and innovative solutions to freight and servicing, including more productivity from loading spaces and exploring higher-amenity options for “last mile” distribution	The City continues to advocate for new and innovative loading arrangements, including drafting a submission to the NSW Government Freight Policy Reform Interims Direction Paper and continues to explore the opportunities for shared off-street docks through the planning and development system. City staff joined the Project Control Group for Austroads Urban Freight Scoping Study, and discussed at the most recent meeting the potential benefits of offstreet loading hubs. This Group provides one potential advocacy avenue to supplement ongoing exploration of opportunities within our planning and development framework. Council adopted an updated Central Sydney On-street Parking Policy in April, which outlines the relationship of onsite loading and servicing to increased flexibility in allocation kerbside to various uses.	On Track
Manage parking and kerbside space		
Ensure the Neighbourhood Parking Policy and kerbside allocation support city outcomes, such as the need for access for people with disabilities	The draft Neighbourhood On-Street Parking Policy was exhibited from 10 December 2024 to 21 February 2025. We reported the engagement outcomes to Council in April 2025, when Council adopted the new Policy. This provides the Policy framework to manage new and emerging issues such as timed mobility parking, parking for electric vehicle charging, and bicycle parking to reduce footpath clutter. The updated Policy also simplifies the system of visitor parking permits.	On Track

Manage parking and kerbside space

Key Performance Indicator	Unit	2022/23	2023/24	2024/25	Q1	2024/25 Result			YTD	Comment	Status
		Result	Result	Target		Q2	Q3	Q4			
Car share bookings	No.	253,433	225,630	-	-	99,480	-	87,456	186,936	Car Next Door is no longer in operation resulting in removal of 104 car share spaces from September 2024 onwards.	Indicator Only

SD06 An equitable and inclusive city

Everyone feels welcome and can afford to live here if they choose. Everyone can participate, prosper, and reach their full potential in a city that is fair and just

6.1 We will respectfully strengthen partnerships and relationships with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations		
Major Programs	Progress To Date	Status
Partnerships, self-determination and reconciliation		
Ongoing implementation of the Stretch Reconciliation Action Plan	In May 2025 Council adopted the City's Stretch RAP 2025-2028. The report to Council included a community engagement report that informed the development of the new Stretch RAP, and 2024 annual report for the previous Stretch RAP. The RAP working group will oversee the governance and implementation of the Stretch RAP.	On Track
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations acknowledging the Closing the Gap priority actions	The City meets with local NSW Coalition of Aboriginal Peak Organisations and affiliates on Closing the Gap initiatives. We also meet with Metropolitan Local Aboriginal Land Council, Aboriginal community controlled organisations and First Nations businesses to understand needs, priorities and promote relevant opportunities. We meet with the City of Sydney Aboriginal and Torres Strait Islander advisory panel at least 6 times per year who advise, guide and provide feedback on our work. The Aboriginal and Torres Strait Islander collaboration fund is a program to support a strong and sustainable Aboriginal and Torres Strait Islander community controlled sector to deliver projects that meet the needs and aspirations of First Nations people in the local area.	On Track
Enable self determined, culturally safe spaces		
Support the community’s aspirations for the use of the local Aboriginal knowledge and culture centre in Redfern 17	Over the past year 119 Redfern Street has continued to support the community's aspirations for the use and development of the local Aboriginal Knowledge and Culture Centre. This work has focused on strengthening partnerships with local Aboriginal Elders, knowledge holders, and community members to ensure that the centre remains a culturally safe and inclusive space for learning, storytelling, and connection. Some key highlights included community-led engagement which included regular consultations with local Elders, knowledge holders and local Aboriginal stakeholders to ensure decisions around programming, access, and use of the centre reflect community priorities. 119 has hosted several culturally significant events, workshops, and exhibitions, celebrating local language, art, history, and heritage. Participation and attendance have steadily increased, reflecting strong community ownership. 119 remains committed to walking alongside the local community to ensure the centre continues to thrive as a living place of cultural transmission, community gathering, and shared pride.	On Track
6.2 Everyone feels welcome and included in the city		
Major Programs	Progress To Date	Status
Inclusion		
Implement the Inclusion Disability Action Plan	Highlights include: • 17 Auslan and English story time sessions with over 135 attendees, and 7 inclusive cultural programs delivered by people with disability with 121 attendees. • 13 programs and events for International Day of People with Disability and 166 programs to promote social inclusion, connection and participation with over 140,000 attendees. • The video “it’s time to spill the tea on some pet peeves of people with disability” was viewed 33,838 times and a video created with Guide Dogs NSW/ACT with 3 tips for businesses to increase access and inclusion was viewed 27,994 times.	On Track

- There were 4,925 views for the entire year (average of 30.46 views per day) of the Accessibility Map and public access information technology, water bubblers, and sensory quiet spaces and accessible play equipment was added to the map. In addition, access features of over 108 playgrounds were added to the City of Sydney website.
- 52 attendances at a “Good access is good for business” breakfast where the business case for access and inclusion was promoted.
- 59 funded creative projects delivered over 1,333 events and activities catering for audiences with disability, including 128 artists with a disability.
- \$21 million was spent on upgrades to pedestrian access with 18,478 m² of footpath, 145 access and inclusion improvements were constructed, including new kerb ramps, continuous footpath treatments and raised pedestrian crossings, and 14 new mobility parking spaces were installed.
- The City was reaccredited as a Disability Confident Recruiter for a third successive year and scored highly in the Diversity Council of Australia's Inclusive Employer Index.
- Accessible and targeted engagement with over 350 people with disability, their families and carers and disability service providers and disability representative organisations was undertaken to inform and co-design the new Inclusion (disability) action plan 2025-29.
- Grants and sponsorship programs approved 7 projects that enhance access and inclusion for people with disability, providing \$44,273 funding, and the grants and sponsorship program was reviewed to simplify and improve accessibility.

Support community needs

Deliver a library service which is responsive to existing and emerging community needs

Libraries welcomed 20,237 new members this year, with an increase in overall membership of 17%. There were 1,002,416 visits to our library services, an increase of 2% on last year. Our online branch team also supported 24,937 interactions. The home library service made 1,542 deliveries to people who are unable to attend our libraries and who live in aged care facilities. Libraries continue collaboration with community centres providing monthly digital literacy tutoring sessions and participation at community events and festivals. Improvements to library services include introduction of same day bookings for study rooms at Green Square and Darling Square Libraries, new furniture & fittings for some branches, HSC study nights and minor works on Newtown Library to improve the façade.

On Track

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Inclusive and accessible programs and services

Deliver cultural programs and services that are inclusive, accessible and affordable for all

The City delivered a range of programs designed to offer affordable and inclusive opportunities for the community to come together, participate in creative activities, attend talks and workshops, and build social connections. Community feedback reflects the value and impact of these programs where 92% of respondents felt the programs were accessible and 84% felt welcome and included within the programs.

A wide range of low-cost creative workshops were delivered, including:

- Short courses at Pine Street Creative Arts Centre
- Workshops delivered at community centres
- Studio access programs -Arts clubs for over 55s
- Kids and Little Artists activities for children under 5 and their carers

These offerings ensured that residents of all ages and income levels could access meaningful cultural experiences.

On Track

Support community needs											
Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Active library memberships	No.	78,636	69,685	-	74,670	76,865	80,857	84,261	84,261	Active membership has increased by 17% this year. The library team have been promoting membership in the community and making improvements to processes to make for a positive library experience.	Indicator Only
Items accessed from City libraries (physical and digital)	000	1,551.62	1,837.79	-	433.86	438.38	518.45	470.49	1,861.18	A focus on the presentation and promotion of library collections have led to a 2% increase in digital and physical loans this year.	Indicator Only
Attendance to City libraries	000	831.96	984.31	-	262.4	226.43	259.22	254.36	1,002.42	Our libraries had over 1 million visits this year with a 2% increase on the previous year. Visitation figures reflect increased community participation at library programs and use of library services and collections.	Indicator Only

Inclusive and accessible programs and services											
Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Passenger trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	8,148	8,782	-	2,209	1,860	2,148	2,642	8,859		Indicator Only

6.3 Everyone benefits from equitable economic growth and has financial security		
Major Programs	Progress To Date	Status
Build community skills and capacity		
Provide demographic, visitor and sector data and analysis to local businesses to assist in decision making and sustainable growth	The surveys, case studies and reports section of the City’s website contains the latest data for external users. The City’s Community Profile (Census) and Economic websites have been updated with the latest available data. The city population forecasts have been updated. The 2024 Housing Audit, Commercial Development and Residential Monitors have been completed and are available on the City’s website. The Floor Space and Employment Survey Summary Report, data tables, and spatial data are available on the website and data hub respectively. Community Wellbeing Indicator report has been completed and is available on the City’s website. A new edition of City Insights economic snapshot was published in May 2025. This snapshot provides the public with data on the changing use patterns of the city, consumer spend and other key economic or demographic trends.	On Track

Advocate for connected and inclusive communities that can access the essentials of daily life	This year, the City has continued to advocate for connected and inclusive communities by promoting equitable access to the essentials of daily life. The City has worked closely with Homes NSW through Social Housing Operations Groups and the Waterloo Wellbeing and Safety Action Group to enhance safety and connection in social housing communities. Advocacy for affordable and social housing residents, particularly through engagement with NSW Government development proposals such as Waterloo South. Access to fresh, nutritious, and affordable food has been strengthened through partnerships with local organisations via the Food Operations Working Group and direct funding through the Food Support Grant program. Community wellbeing has also been further supported through the delivery of Green Square Public School, new community spaces, and inclusive programs offered at libraries and community centres. The completion of the midpoint review of A City for All, our social sustainability policy and action plan, has resulted in refreshed focus areas to guide advocacy over the next four years. This refreshed focus will enable more targeted advocacy such as the City's submission to the NSW inquiry into loneliness, where the CEO attended a hearing to highlight the vital role of local governments in fostering social connection and inclusion.	On Track
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Increased employment and access to procurement

Develop and implement an Aboriginal and Torres Strait Islander procurement strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	Plans are underway to develop the strategy to embed Aboriginal and Torres Strait Islander procurement into the City's framework of policies, procedures and processes. This is a key part of the Procurement Transformation Project.	On Track
Implement the City's Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	The City continues to implement the Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander staff. Aboriginal and Torres Strait Islander employees have been involved in key projects that will improve cultural safety and wellbeing of Aboriginal and Torres Strait Islander employees. This includes the development and implementation of the Aboriginal and Torres Strait Islander cultural awareness program, which has been completed by 1072 employees to date and the City's new Anti-racism Framework to be launched in August.	On Track

Build community skills and capacity

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result Q2	Q3	Q4	YTD	Comment	Status
Rent concessions given by the City through the accommodation grants program – leases for social initiatives	\$ '000	3,583.15	3,577.87	-	851.76	924.13	836.24	909.72	3,521.84	This includes revenue foregone through the Accommodation Grants program to KU John J Carroll Preschool in Phelps Street, Surry Hills, Redfern Legal Centre Ltd at Redfern Town Hall and The Women's Library at Newtown Town Hall.	Indicator Only
Social grants approved by the City of Sydney	\$ '000	5,177.96	4,991.31	-	3,412.31	1,590.22	143.92	287.03	5,433.47	This year, 201 Social grants were approved by Council contributing to a year to date total of \$5,433,468 in cash and value-in-kind. These projects were awarded through the City's Community services, Aboriginal and Torres Strait Islander collaboration fund, Food Support, Festival and events sponsorship, Innovation and ideas, Quick Response, Adhoc submissions, Street Banner Sponsorship and Venue hire support grant programs.	Indicator Only

6.4 Communities are engaged and actively participate in the governance of their city

Major Programs	Progress To Date	Status
Community engagement		
Implement the Community Engagement Strategy to involve the community in the City's decision making processes for projects, strategies, policies and services	The Community Engagement Strategy and Community Participation Plan 2025-2029 was adopted by Council in June 2025 and is available on the City's website. The strategy outlines the role communities play in our decision making processes and describes the public exhibition and notification processes for land use planning matters. An easy read version is also available online. An accessible guide to decision-making at Council is also on the City's website. This financial year 56 Community Engagement projects were open for consultation. Key consultations were run on the Economic Development Strategy 2025-2035, Cultural Strategy 2025-2025, Community Strategic Plan 2030-2050, the Environmental Strategy 2025-2030 and the draft Stretch reconciliation action plan 2025-2028. Consultations were run on amendments to Sydney local environmental plans, the Sydney Development Control Plan 2012, public exhibitions of the updated Sound Management Plan and early consultation on creating Special Entertainment Precincts within the local area. Two CityTalk events were planned and delivered: 'I choose Sydney – what's driving Sydney's future prosperity?' on 1 August 2024, attended by 412 people where Sydney's new Economic Strategy 2025–2035 was discussed. The second event, 'The climate and nature crises - what Australia does matters!', was held on 2 April 2025, attended by 553 people, followed by community consultation on the updated Environmental Strategy 2025-2030. 16 Social housing meetings were run, two in each of the following locations: Surry Hills, Waterloo, Woolloomooloo and Erskineville, Newtown, Alexandria, Eveleigh and Darlington providing the opportunity for residents to have their say on projects, issues and services most important to them. In October 2024, a new online community engagement system was launched, including a refreshed Sydney Your Say webpage design and new ways to collect feedback through new online tools. The new system will help us make our online engagements more inclusive and two-way, which are key principles within the strategy.	On Track
Provide inclusive, clear, accurate and accessible information to the community		
Provide updates on our policies, services, projects and programs through communications that reflect and reach the diverse communities of the city	The City continues to produce inclusive communications that reflect and reach our diverse communities. These include: 95 community centre e-newsletters for older people and non-English speakers, 6 youth program editions, 4 Green Square updates, and the first e-newsletter for social housing residents. - Promotion of LGBTIQ+ events (Mardi Gras, Trans Day of Visibility, Pride Month), cultural festivals (Diwali, Sydney Lunar Festival), and national observances including Wear It Purple Day, Refugee Week, International Days of Inclusion, NAIDOC, Reconciliation Week, South Sea Islander Recognition Day, Seniors and Youth Weeks, and international student programs. - Support for Yabun Festival, Freedom Ride anniversary, National Reconciliation Week (featuring truth telling and Aboriginal languages), NAIDOC in the City, and the City's Stretch Reconciliation Action Plan. - Communications for domestic violence prevention, anti-racism and social cohesion programs, accessibility awareness (Guide Dogs NSW), affordable housing, community development in Haymarket, Chinatown gate restoration, and housing advocacy. - Ongoing social media content and media outreach supporting civic events, infrastructure projects and local business, with enhanced digital accessibility through image descriptions on all social content.	On Track
Council elections		
Ensure all electoral processes are well managed and meet legislative requirements	The City now has the same responsibilities to its non-residents as every other local government authority in NSW and has fully transitioned to meet its current obligations. New processes have been documented and new management roles are in place to ensure the City meets all legislative requirements. All obligations for the last local government elections in 2024 were successfully met.	On Track

6.5 Communities have the skills, tools and access to technology to engage and participate in a digital life

Major Programs	Progress To Date	Status
Equitable access to technology		
Deliver free access to technology throughout our community facilities and relevant programs to support digital literacy	Free access to technology was delivered through our community facilities and programs to support digital literacy including: • 419,364 free Wi-Fi sessions via public Wi-Fi across 10 library locations. • Free Wi-Fi is also offered in 13 community centres and in education and care services for use by community members and children • 734,416 free Wi-Fi sessions across over 30 community centres and venues for hire • 192,167 PC sessions across 10 library locations. Free public access computers are offered in five community centres and in education and care services for use by community members and children • 28 sessions delivered to improve digital literacy and inclusion in our libraries and community centres • 231 Public access computers and 20 multi-function devices made available across 19 community facilities providing free access to internet, printing, scanning, photocopying, Microsoft Office and Adobe Creative Suite. • 581,595 hours of available access to PAIT services • 391,993 launches of the library app	On Track

6.6 There is equitable access to education and learning opportunities

Major Programs	Progress To Date	Status
Capacity building		
Ensure equitable and affordable community access to education programs through our libraries and learning programs	A range of equitable and affordable programs were offered to the community through our community centres and libraries to provide education and learning opportunities. Highlights include: • 22,871 attendees at 573 face-to-face early literacy programs including bilingual and Auslan Storytime • 1,170 attendees at 83 programs developed and delivered in our libraries (introduction to robotic kits, create your own library bag, creative beading and Mabo Day film screenings) • 51 library outreach events attended with 2,096 attendees • 11 online book club meetings	On Track
Provide education and care services and facilities across the local area, including preschool, long day care, occasional care and outside school hours care services	The City's education and care services supported 829 children to access a range of services including long day care, occasional care, pre-school and outside school hours care. Highlights include: • 59,925 sessions of care across 10 services with 16,951 (28%) offered at a discounted rate or free • a range of fun and educational programs including graduation celebrations, bike/scooter days, excursions, Chinese New Year, Lantern Festival and Lunar New Year, card making for Valentine's Day, traditional cooking and a bush tucker workshop. • inclusion of vulnerable families through continued partnerships between families and support agencies • family events including morning teas, an annual athletics carnival, welcome and reunion events, end of term BBQ's, reading and craft sessions, Harmony Day and end of year celebrations • Children attending after school hours care programs made Christmas cards for Meals on Wheels recipients • Early childhood educators day, book week parades, Olympics activities, NAIDOC week activities • Vacation care excursions, including to cinemas, aquatic centres, local playgrounds, Sydney Zoo, Opera House, bowling and Chinese Garden of Friendship • A monthly "bush school" program at Sydney Park	On Track

Capacity building											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Children supported through City operated education and care services (long day care, occasional care, preschool, outside school hours care)	No.	851	845	-	573	30	147	79	829		Indicator Only
Approved early education and care places (long day care, occasional care and preschool) in the city	No.	6,746	6,721	-	-	-	-	-	-	This data is not available in 2024/25 and will be provided again in 2025/26	Indicator Only
Sessions of care provided at the City's education and care services (long day care, occasional care, preschool, outside school hours care)	No.	56,802	58,007	-	16,232	14,568	13,583	15,542	59,925		Indicator Only
Discounted and free sessions of care provided at the City's education and care services (long day care, occasional care, preschool, outside school hours care)	No.	22,473	18,085	-	4,782	4,248	3,769	4,152	16,951		Indicator Only

6.7 A sustainable and equitable food system that increases access to nutritious and affordable food

Major Programs	Progress To Date	Status
77 Research, collaborate and investigate		
Coordinate research and engagement on sustainable urban food systems to identify partners, future priorities, actions and delivery pathways	This year, the City has continued to deliver a range of food systems related initiatives, including Sydney City Farm, the community gardens network, meals-on-wheels, cooking programs in community centres, food support grants, and food waste reduction efforts. The City convenes a Food Operations Working Group that brings together local service providers, community organisations, and other stakeholders across the food system to connect, share information, and collaborate on solutions that strengthen food security and sustainability. City staff have also remained active in regional and international networks such as Sustain and the Milan Urban Food Policy Pact, contributing to knowledge exchange and best practice sharing. In January, staff participated in the EAT Action Dialogue on Cities, co-hosted with C40 Cities and the Milan Pact Secretariat. This global forum focused on advancing healthy, sustainable, and equitable urban food systems and will inform the upcoming EAT-Lancet 2.0 Brief for Cities.	On Track

Improve food security

Enable community responses to improve food access through grants, partnerships, and collaborations	A total of \$1,593,117 in cash and value-in-kind was approved for 42 food relief related projects through the Community services, Food support and Quick response grant programs. This includes support for Aboriginal Medical Services to provide fresh produce and meals to clients, Glebe Youth Services to enhance access for families to fresh and nutritious food, BlaQ's healthy food workshops for First Nations LGBTQIA+ communities and First Nations Response to provide culturally appropriate support to Aboriginal and Torres Strait Islander residents. The City supported regular fresh food distribution in Redfern, Glebe, and Darlinghurst in partnership with local community organisations. In addition, a total of \$160,000 was approved for donations to 16 local community organisations to help with meals, food hampers and gifts over the holiday period, including Mudgin-Gal Aboriginal Corporation, Twenty Ten Association, Wyanga Aboriginal Aged Care Program and Asylum Seekers Centre. The City's Food Operations Working Group connects community organisations to the broader food system.	On Track
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Improve food security

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Meals provided through the City's Meals on Wheels service	No.	40,690	44,475	-	12,219	12,663	12,098	12,888	49,868	This represents an increase of 12% compared with the same period last year.. Meal numbers have continued on an upward trend since the Covid pandemic.	Indicator Only

SD07 Resilient and diverse communities

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations. We work with communities, businesses, and other organisations to strengthen connections and networks, to prepare the city and be able to recover from most situations

7.1 Communities are connected and socially cohesive		
Major Programs	Progress To Date	Status
Strengthen social cohesion		
Foster cross-cultural awareness, tolerance, and connections among people from diverse cultural backgrounds through services, programs and events	Services, programs, events and targeted activities were offered across the City to foster cross-cultural awareness, tolerance and connections among people from diverse backgrounds. Highlights include: 121 targeted programs supporting inclusion and diversity across our community centres 270 attendees at Aboriginal Cultural talks delivered by Custodians and local Elders 347 attendances at five Refugee Week events 83 international students participating in the International Student Leadership Ambassador Program as ambassadors 193 attendances at five events delivered through the International Student Leadership Ambassador Program to support international students to build community connections 40 attendances at two anti-racism and allyship training programs to increase racial literacy and promote social cohesion 25 attendances at an Australian sports program event, engaging newly arrived people to learn about Australian culture through sport 145 attendances at a documentary screening and panel discussion on the significance of name pronunciation, identity, respect, inclusion and belonging	On Track
Collaborate to address loneliness and social isolation		
Support sectors of the community who are at risk of loneliness and isolation, including young people, older people, people of diverse sexualities and genders and intersex people, new migrants and international students	A wide range of low and no cost programs and activities were offered through our community centres and other locations across the City to support community members at risk of loneliness and isolation. Highlights include: 300 people attended the Open Day event at Pyrmont Community 293 attendees at retro gaming workshop for mobility impaired, neurodiverse and rainbow young people 181 attendances at three Youth Week events 1,000 attendances at the Seniors Festival Comedy Show at Sydney Town Hall 518 attendances at programs and events supporting LGBTIQA+ communities, including the Silver Sessions program for older women, and events and programs for Wear it Purple Day, Intersex Awareness Day, Transgender Day of Remembrance and Transgender Day of Visibility 1,296 attendances at 23 international student programs and events 83 international students participating in the International Student Leadership Ambassador Program participated in volunteering activities in the community	On Track

7.2 Everyone has equitable and affordable access to community and cultural facilities and programs, supporting social connection and wellbeing

Major Programs		Progress To Date								Status		
Equity and affordability												
Deliver a diverse, inclusive and accessible range of affordable community programs, events and activities through community facilities		A range of programs were offered to ensure community social inclusion, connection and participation. A total of 239 programs were offered, with 350,757 people attending. Highlights include: • 121 programs to increase inclusion and diversity • 81 programs to support participation of people with disability • 140,007 attendances at targeted programs to improve community health and wellbeing • 480 attendances at Clothes Swap events at Juanita Nielsen Centre and Ultimo Community Centre • 8 programs in community centres to improve digital literacy and inclusion • 167 attendances at four Refugee Week events in community centres • 504 attendances at educational talks on topics such as Men's Health, pain management, pedestrian safety, personal finance management, Eora Journey arts and Aboriginal Cultural talks • 114 attendances at nine Connect Sydney training and capacity building workshops at Redfern Community Centre and 119 Redfern Street, Redfern (Aboriginal knowledge and culture centre)								On Track		
Accessibility and inclusiveness												
Manage the property portfolio to ensure that planned upgrades to community facilities make spaces more inclusive to all and optimise community needs		The City has an ongoing funding program for the renewal and upgrade of the community facility portfolio to make spaces more inclusive to all and optimise community needs. In the year to date, community facilities that have been renewed or upgraded to be more inclusive include Pyrmont Community Centre, City Recital Hall and Customs House.								On Track		
Support social connection and wellbeing												
Collect, analyse and report data within the Community Indicators framework to identify wellbeing trends and to inform priority programs and services		The Community Wellbeing Indicators report has been completed and is available on the City's website. The results have been used to inform the Community Strategic Plan refresh.								On Track		
Equity and affordability												
Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Q4	YTD	Comment	Status
Bookings of City Spaces facilities and venues at community or reduced rates or through a fee waiver	%	-	68	-	63	66	67		41	41		Indicator Only
Overall attendance at City Spaces	No.	260,748	298,919	-	92,030	84,228	81,274		92,308	349,840	This represents an increase of 17% on the previous year. Attendance numbers have continued on an upward trend since the Covid pandemic. There has also been an increase in service provision with new facilities, programs, AV, WiFi etc.	Indicator Only

7.3 Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses and emergency situations

Major Programs	Progress To Date	Status
Resilience and climate risk management planning		
Implement the City of Sydney area Resilience Strategy	During the financial year work progressed on community preparedness, a resilience study in Woolloomooloo, the publication of the City of Sydney local area microclimate study and development of resilience data sets for use by staff.	On Track
Partner with regional governments, business and the community to facilitate development and delivery of the second Resilient Sydney Strategy for the Greater Sydney region	The Resilient Sydney Strategy 2025–2030 was officially launched by the Hon. Minister Janelle Saffin along with Sydney Mayors on 29 April 2025, marking a key milestone in building a stronger, more resilient Greater Sydney. The strategy outlines a shared vision for resilience, calling on collaboration across government, business, and community sectors. The renewed strategy has a focus on sustainability, equity, community connection, emergency preparedness, and trusted governance. To support implementation, councils and stakeholders have been encouraged to align local plans, share resources, build partnerships, advocate for resilience, and track collective progress. The strategy and supporting documents are available on the City's website. Presentations on the strategy have been delivered to key government, industry and community partners and stakeholders and the new Steering Committee is being formed. The development of the strategy was funded through a joint NSW and Australian Government Disaster Risk Reduction grant; this was acquitted by the NSW Reconstruction Authority in January 2025.	On Track
Implement the City's Floodplain Management Policy and plans and work collaboratively with asset owners and developers to fund and implement flood risk management plan actions, incorporating climate change scenarios	The City has adopted an interim floodplain management policy. The policy is being implemented through the development approval process. An update to the Sydney DCP to incorporate the provisions of the policy has recently been endorsed by Council. The City continues to work collaboratively with asset owners and developers to ensure that flood risks are appropriately managed.	On Track
Support communities to build capacity and capability for resilience		
Work with the community, emergency services and relevant agencies to build capacity and resilience to prevent, prepare, respond and recover from emergencies	During EmergencyRedi Week, the City partnered with the Australian Red Cross, NSW SES, NSW Ambulance and NSW Fire and Rescue to host a morning tea for over 80 social housing residents raising awareness on emergency preparedness. In February the City partnered with Counterpoint Community Services to host Summer on the Green, attended by 350 social housing residents who engaged with local emergency response services who shared resources and information on how to prevent, prepare, respond, and recover from emergencies. The City engaged Red Cross Australia to deliver a co-designed pilot program to equip priority communities to prepare for the impacts of climate change and build community resilience to shocks and stresses. From July to December, the project delivered three community engagement sessions, four emergency-Redi sessions, and a heatwave preparedness workshop with over 55 residents participating. In addition, 300 resilience go-packs were distributed as part of this project.	On Track
Support communities beyond our local area and international communities experiencing emergency situations	This year, 18 donations were approved by Council for a year to date total of \$192,000. These donations were made to Rising Tide for the Democratic Right to Protest, the Trans Justice Project to combat anti-trans disinformation and 16 local organisations for Food Support over Christmas, including Mudgin-Gal Aboriginal Corporation, The Twenty Ten Association, Wyanga Aboriginal Aged Care Program and Asylum Seekers Centre.	On Track

7.4 The city economy is diversified to strengthen its resilience

Major Programs	Progress To Date	Status
Economic diversity		
Invest in projects delivered through alternative business models that support equitable and inclusive economic development	This year 48 grants were provided by the City to social enterprises with a year to date value of \$2,242,576 in cash and value-in-kind. These projects were supported through the City's business sector support, community services, festivals and events sponsorship, food support and innovation and ideas grants.	On Track

Economic resilience

Contribute to metropolitan and state-wide strategic economic planning

The new Economic Development Strategy 2025-2035 was adopted in December 2024 following feedback from the stakeholders, including the City's Business Advisory Panel, NSW Government agencies, peak bodies, and the community.

We participate in NSW Government working groups and committees including the NSW Night Time Economy Councils' Committee, NSW Government's 24-Hour Economy Advisory Group, Visitor Economy Greater Sydney Local Councils Group, and Study NSW International Student Experience Consultation Committee, providing recommendations to the Study NSW International Education Advisory Board. We are also a member of the Council of Capital City Lord Mayors National Economic Development group and sit on the Tech Central Alliance steering committee (when convened) and the Innovation District Alliance. We convene regular meetings with local business chambers and peak bodies.

On Track

7.5 People feel safe in the city

Major Programs

Progress To Date

Status

Collaboration

Work with police and other organisations to deter, detect, delay, and respond to incidents in the public domain

The City continues to support the NSW Police with the Street Safety Camera Programs 24/7 operations. In 2024/25 we received 1,581 applications for CCTV footage with 1,037 instances of footage released to support the police in investigating and prosecuting offences.

The City is also a member of several precinct security groups including Martin Place, Pitt St Mall, Circular Quay, Town Hall, and Anzac Memorial. These groups provide an opportunity for businesses and landowners to collaborate efforts to ensure the safety of crowded places.

The Security and Emergency Management Unit has continued to provide NSW Police support with the management of public safety during major events and protest activities through access to CCTV monitoring.

On Track



Embed the NSW Child Safe Standards

Ensure effective implementation of the NSW Child Safe Standards across our organisation

The NSW Child Safe Standards continue to be embedded into practice at the City including through numerous operational Child Safety procedures in line with the commitments of the revised policy endorsed by Council in July 2024

Highlights include:

- The revised Child Safety Policy was endorsed by Council on 29 July 2024, replacing the previous version from September 2022
- Completion of the Easy Read Child Safety Policy, produced with the Council for Intellectual Disability to increase accessibility and understanding of the policy for people who have an intellectual disability or low English literacy level.
- Review of local child risk management plans undertaken with relevant staff to minimise and mitigate the risk of abuse at City programs, facilities, and venues where children may attend
- Review of Child Safety Learning and Development Training Plan undertaken by Learning and Development and Social Policy teams
- Review and streamlining of the Corporate Child Safety Risk Management Plan.

On Track

Community safety		
Operate patrols to monitor legislative compliance and respond to complaints including but not limited to parking, development consents, companion animals, noise and unlawful trading	In 2024/2025 financial year City Rangers have spent over 174,907 hours on patrols to monitor legislative compliance and respond to customer complaints, including but not limited to Parking, Development Applications, companion animals, noise, litter and unlawful trading.	On Track
Deliver programs to improve safety	The City coordinates a quarterly forum to bring together organisations working to prevent and respond to domestic, family and sexual violence, with a focus on First Nations experiences, challenging attitudes and behaviours, economic safety and services for people on temporary visas or seeking asylum. The City delivered a program of initiatives as part of the United Nations Women's 16 Days of Activism, including active bystander and allies training, trauma informed yoga for survivors, how to respond to disclosures as well as events at City libraries, City venues and a vigil in Martin Place. The City delivered Domestic and Family Violence Prevention month in May, building community capacity in economic safety, skills in responding to people who experience domestic and family violence, and a prevention workshop for active bystanders and allies. The City hosted two 'Cuppa with a Cop' events to increase positive engagement between residents and local Police.	On Track

Community safety											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People attending community safety events / programs	No.	-	2,484	-	-	1,174	-	3,206	4,380	In addition to safety programs and workshops, Safe City hosted a number of large events this year including safe spaces during Mardi Gras, Summer on the Green at Waterloo, and two Pet Day events.	Indicator Only
Community safety program participants who report an increase skills or knowledge	%	-	96.5	-	-	94	-	95.8	94.9		Indicator Only
Community safety program participants who know where to get help if they need it	%	-	84	-	-	88	-	94	91		Indicator Only

7.6 Communities are empowered to lead the change they want to see in the city		
Major Programs	Progress To Date	Status
Community led solutions		
Integrate community wealth building within our economic strategy and our operational activities	With the recent adoption of our economic development strategy 2025 - 2035 in December 2024, work is underway to integrate community wealth building principles within our operational activities. On 18 March, at the inaugural Economic Development Australia Roadshow, our CEO spoke about how the City is partnering for impact to drive changes for a more sustainable, inclusive economy using the community wealth building approach. The event also featured international leading urban economic policy thinker, Neil McInroy, an advocate of community wealth building, who delivered a keynote on how progressive economic development models are redefining how we address today's pressing economic, societal, and environmental challenges.	On Track

Strong Aboriginal and Torres Strait Islander community-controlled sector

Support local Aboriginal and Torres Strait Islander community needs and aspirations that are community controlled and self-determining through the City's grants and sponsorship program

This year, 65 grants were provided to Aboriginal and Torres Strait Islander individuals, groups and organisations for a year to date value of \$2,526,400 in cash and value-in-kind. These projects were funded through the City's Aboriginal and Torres Strait collaboration fund, Food support, Community services, Creative Grants, Innovation and ideas, Festival and events sponsorship, Quick Response grants and Venue support programs. This includes support for a trauma-informed program in schools and youth centres in the local area for Aboriginal and Torres Strait Islander youth, fostering healing, safe relationships, cultural connection and resilience. It also supported two local teams to travel and attend the Lismore Youth Rugby League Koori Gala Day and a fortnightly program in Redfern providing Aboriginal fathers with cultural learning, fatherhood training, and community-building activities.

On Track

Strengthen young people's civic engagement

Deliver youth civic engagement programs

Three youth civic engagement programs were delivered this financial year.

- There were 78 attendances at the 'Fresh Perspectives: A Conversation on Civic Engagement' event.
- There were 126 attendances at six Changemakers Launchpad Program sessions.
- There were 243 attendances at 14 Youth Opportunities Program sessions, including 12 program meetings and two media, marketing and communications sessions.

On Track

Strong Aboriginal and Torres Strait Islander community-controlled sector

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result Q1	2024/25 Result Q2	2024/25 Result Q3	2024/25 Result Q4	2024/25 Result YTD	Comment	Status
Suppliers engaged by the City of Sydney who identify themselves as Aboriginal and Torres Strait Islander	No.	-	76	-	-	50	-	94	94		Indicator Only
Value of spend with Aboriginal and Torres Strait Islander businesses	\$ '000	1,421.5	1,970	2,000	-	1,621	-	1,548	3,169		On Track
Grants approved by the City of Sydney to Aboriginal and Torres Strait Islander people, groups and organisations	\$ '000	1,630	1,936.74	-	1,332.04	554.44	274.78	365.14	2,526.4	This includes support for a culturally safe mentoring program in Redfern supporting Aboriginal and Torres Strait Islander jobseekers through skills development and work placements; a monthly hub bringing together service providers to support the transition from homelessness to housing; and support for the Redfern All Blacks Rugby League Football club season, supplies and events.	Indicator Only

SD08 A thriving cultural and creative life

We are proud of the city. We are all able to participate in, contribute to and benefit from the city's cultural life

8.1 We value our cultural life and champion our creative industries

Major Programs	Progress To Date	Status
Public art		
Deliver the City Art program including commissioning public art works and maintaining, conserving and communicating the City Art Public Art collection	In Green Square under the guidance of Curator Amanda Sharrad, the Connecting Project 'Here is Here. And Everywhere' by Tobias Rehberger is currently in construction. Delivery of the City's Eora Journey Recognition in the Public domain program continues with Lucy Simpson's artwork for 'Sitelines and Conversations' in development with ongoing community consultation and the imminent appointment of the Redfern terrace artist team following an Open Expression of Interest and Stage Two Select Tender process. The City's conservation program is ongoing with a major restoration of the Chinatown Gates in Dixon Street now complete, celebrated with community in mid June. A project to conserve the Annette Kellerman Murals in Cook and Philip Park Pool has commenced and restoration of 'Waterfalls' in Sydney Park is now complete as are conservation works to Sirius Cannon in Macquarie Place Park.	On Track
Investment in local creation and production		
 Provide opportunities through our cultural funding and programs to increase creative participation, enhance creativity in the public domain and strengthen the local cultural and creative economy	This financial year 127 Cultural projects were approved by Council contributing to a total of \$3,742,755 in cash and value-in-kind. Projects were awarded through the City's Creative Grants, Festivals and Events Sponsorship, Innovation and Ideas, Quick Response Grants, Aboriginal and Torres Strait Islander Collaboration Fund, Street Banner Sponsorships and Venue Hire Support programs. This includes support for Moogahlin Performing Arts to deliver the Yellamundie Festival in 2025, a national gathering showcasing new First Peoples stories for the stage. It also includes the production of a short film inspired by true events in Chinatown; and various projects that support skills development for a range of artists. Additionally, a total of \$2,438,271 in rent foregone was provided to cultural organisations in our Accommodation Grant Program for long term use of the City's spaces, which includes Digital Storytellers Limited, Milk Crate Theatre at Alexandria and Kil.n.it Experimental Ceramics Studio in Glebe.	On Track
Sydney is an innovative, creative and global city		
Produce an annual program of events and festivals that showcase local stories internationally, champions local cultural production, and actively engages with local communities	The City has continued to create opportunities for local creatives, suppliers, artists, performers and organisations through programs including Sydney Streets, Art & About, Sydney Lunar Festival, Sydney New Year's Eve and Sydney Christmas. Sydney New Year's Eve included consultation with landholders, stakeholders and resident and community groups to produce a safe and enjoyable event, as well as showcasing local creatives and performers throughout the program. Two community and stakeholder roundtable meetings were held to develop the 2025 Sydney Lunar Festival, ensuring celebrations were culturally appropriate and reflected local communities.	On Track
Prioritise local culture		
Implement the City's history and curatorial programs	The City continues to deliver advice and engagement programs to share Sydney's history, heritage and culture with the community. The City has showcased items from the Civic Collection via the More Than Meets the Eye display at Town Hall House. Additionally, the Model Makers exhibition was installed at Customs House. Work is ongoing to present the oral histories and make them accessible to the public. The Barani website continues to be a major access point for Sydney's Aboriginal history, plus four walks on the Sydney Culture Walks app include an Aboriginal history focus. A suite of 12 self-guided historical walking tours have recently been converted to accessible PDFs.	On Track

Connect with and engage the community

Deliver an inclusive, welcoming cultural program within City operated cultural venues	A total of 244 cultural programs were delivered across both online and face-to-face formats, engaging 2,872 participants across ten City venues. Programming was aligned with 14 key dates of significance, fostering cultural awareness. Community feedback is strong with 85% of survey respondents saying they learnt something new, 91% said the programs inspired creativity and 84% felt welcome and included. Highlights included programming at Glebe Library 'Words on Art' where artists, poets, and writers share their stories. An LGBTIQA+ discussion group at Kings Cross Library and a comedy performance at Green Square Library with comedians sharing insights into living with disability.	On Track
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Investment in local creation and production

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result Q1	2024/25 Result Q2	2024/25 Result Q3	2024/25 Result Q4	2024/25 Result YTD	Comment	Status
Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	2,906.72	2,715.23	-	1,688.44	1,724.13	202.76	127.42	3,742.76		Indicator Only
Creative personnel supported by City of Sydney programs	No.	14,127	13,254	-	-	7,199	-	5,146	12,345	Creative personnel have been engaged primarily through Creative Spaces programs, Major Events and Cultural programs.	Indicator Only

8.2 Aboriginal and Torres Strait Islander people and their cultural practice are visible and respected

Major Programs	Progress To Date	Status
Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural representation		

Commission a series of public artworks to deliver the Eora Journey: Recognition in the Public Domain program, as part of the City Art Public Art program	The City has completed 4 of the 7 public art projects in the Eora Journey; Recognition in the Public Domain program, originally curated by Hetti Perkins, and now by Eora Journey Curator Emily McDaniel. The most recent project being 'bara', Monument for the Eora by artist Judy Watson. Following a Select Tender for Stage two of the Redfern Terrace project, a report will go to the Tender Review Group for endorsement in July. The successful artist/team will proceed to reimagine the corner terrace of Hugo and Caroline Streets as a living museum to celebrate Aboriginal stories, culture and activism adjacent to 'The Block' with community. Yananurala, is in development with artist Lucy Simpson carrying out design development of her concept in response to the brief for the first project 'Sitelines and Conversations' and community consultation. The project is being developed in partnership with Place Management NSW and project partners including cultural institutions. Community consultation is underway for the project proposed to celebrate language at Tara/Dawes Point, the site where Patyegarang gifted Aboriginal language to William Dawes to record in his notebooks. A video about the project is in production.	On Track
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8.3 An increasing number of creative workers live or work in the city

Major Programs	Progress To Date	Status
Encourage investment in new creative employment space		
Investigate and advocate for innovative partnerships, financing models and revenue streams to support the delivery of new cultural infrastructure at scale	The Creative Land Trust (CLT) Feasibility Study project was initiated in August 2024. Committee for Sydney are delivering the Study to the City and Create NSW including providing project management, appointment of contractors and coordination of the Advisory Reference Group. A consultant team were engaged to deliver the core feasibility analysis of the Study. This team is led by development advisory firm FERN, with expertise in creative industries from Marcus Westbury OAM, property management from Abigail Campion, spatial planning from Architecture AND and cost planning from MBM. FERN have completed the feasibility work and have submitted their report to the Committee for Sydney who are preparing the final report based on the findings to be delivered to the City of Sydney and Create NSW. Council will then consider next steps.	On Track

Encourage creative and cultural organisations and operators to live and work in Sydney

Support providers to deliver cultural services and programs in City cultural assets	The City provided 39 spaces to up to 101 creative and cultural organisations through various creative space programs. Three Accommodation Grant program buildings were handed back to the City and new management models are underway for: 107 Redfern Street, Joynton Avenue Creative Arts Centre and Eternity Playhouse. The Australian Design Centre celebrated 60 years, Tom Bass Sculpture Studio School celebrated 50 years and Antenna Film Festival delivered their 13th Documentary Film Festival. City of Sydney Creative Studios, operated by Brand X, includes 30 purpose built creative spaces. There have been 14,268 bookings since opening mid-May 2022, with long-term tenant spaces at an average of 98% occupancy. City Recital Hall Limited continues to manage and activate the live music venue.	On Track
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Encourage investment in new creative employment space

Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Creative organisations in creative spaces supported by the City of Sydney	No.	75	72	-	62	95	94	96	96	City provided 39 spaces to up to 101 creative and cultural organisations through the Accommodation Grants program, Creative Live / Work Spaces program, Short Term Empty Property program and Venue Hire Support program in this financial year.	Indicator Only

8.4 Sydney's cultural life reflects the diversity of our communities

Major Programs	Progress To Date	Status
Diversity of workers and audiences		
Deliver cultural programs and events that represent the cultural and social diversity of the community	The City's Major Events are programmed with a diverse range of performers and artists. NAIDOC in the City was presented in July 2024, with a takeover of Sydney Town Hall. Sydney Christmas, Sydney New Year's Eve and Sydney Lunar Festival provided opportunities for people from all parts of our communities to come together and celebrate. Capital works launches throughout the City of Sydney local area are programmed to reflect the demographic and character of those specific local communities. Sydney Streets events were held in Darlinghurst, Haymarket, Glebe, Potts Point, Pyrmont and Redfern in spring 2024 and summer 2025, celebrating and engaging with diverse local communities and creating opportunities for local businesses, community groups, artists and performers.	On Track

Diversity in creative workforce and leadership

Provide support to a range of cultural groups that reflect the diversity of our communities	The City provided over \$3.4 million cash support to over 110 creative and cultural projects across various grants programs. Many of these grants reflect engagement with diverse communities in their project outcomes. Projects include: Yabun 2025, 4A Centre for Contemporary Asian Art's Lunar New Year public art activations, Accessible Arts' Frame Shift, a selection of video artworks by artists with disability about intersectional identity, creative expression and social connectedness. Similarly, Claud Bailey produced Stories from the Heart, a workshop and performance piece with Queer teens which was presented in a theatre setting.	On Track
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8.5 There is an increased supply of accessible creative space

Major Programs	Progress To Date	Status
Stable and affordable creative space		
Support and monitor the delivery of cultural space incentivised by the Oxford Street planning controls	The City continues to assess development applications that seek to utilise incentives under the Oxford Street planning controls through the delivery of cultural spaces. No development applications proposing cultural and creative floor space are currently under assessment within the Oxford Street Precinct. There was one application approved in February that included cultural and creative floor space.	On Track

Stable and affordable creative space

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	Q2	Q3	Q4	YTD	Comment	Status
Rent concessions given by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	2,987.74	3,130.55	-	722.94	580.73	567.64	566.97	2,438.27	This reflects a decrease due to several spaces being returned to the City including Joynton Avenue Creative Centre, Eternity Playhouse, 107 Redfern Street and William Street offices. This includes revenue forgone through the Accommodation grants program for long term use of the City's spaces, which includes Pride History Group at Benledi House in Glebe; We Are Warriors at Ultimo Community Centre; and Digital Storytellers Limited at William Street Creative Hub.	Indicator Only

SD09 A transformed and innovative economy

The city maintains its position locally, nationally, and internationally as a destination for business, investment, and talent. Innovation is central to the economy and transformation has occurred across all industries. Wealth and benefits are shared equitably

9.1 An expanding innovation economy will support Sydney's future prosperity

Major Programs	Progress To Date	Status
Develop and promote the Tech Central Innovation precinct		
Work collaboratively with the Tech Central Alliance and other agencies and organisations to position Tech Central as the driver of place-based innovation	We are working with stakeholders to position the Tech Central area as the driver of place-based innovation and meet monthly with Investment NSW. Our Economic Development Strategy 2025-2035 provides a place-based approach to economic development that supports the Tech Central innovation district. The strategy also includes a Momentum Building Project, "Unlocking Tech Central via Broadway" which specifically targets improving the performance of Tech Central. We continue to meet with the lead of the new Tech Central strategy at Investment NSW, to coordinate complementary efforts before its release in September 2025. Additionally, the City has given input as a stakeholder into the consultation for the new strategy. This strategy will build on the NSW Government's Industry Policy and Innovation Blueprint which were released during the year.	On Track
A safe and desirable destination		
Work collaboratively with relevant organisations to help promote Sydney to potential investors, global companies, entrepreneurs, researchers and talent	The City continues to work closely with Business Events (BE) Sydney to support the attraction of domestic and international business events for Sydney for the period 2024-2028. This year 21 letters of support were provided to assist BE Sydney with their bids for international business.	On Track
Support local businesses – technology and innovation		
Deliver and support free capacity building programs for businesses and tech startups that encourage innovation, diversification, and adoption of new technologies across emerging and priority sectors	During the year, Council approved a total of \$655,058 in cash funding to 18 projects through the Business sector support and Innovation and ideas grant programs. This included \$48,200 in cash funding for Business Council Co-operatives and Mutuals Ltd to support the self-determination and economic development of First Nations community-controlled organisations and \$40,000 in cash funding for Taxis NSW Ltd to develop an online visitor ambassador accreditation program for taxi drivers. The City's Reboot Webinar Series kicked off with 5 sessions delivered during May and June with over 1,200 registrations. The series explores the essential business fundamentals local businesses need to master to run their business successfully. Small business experts take participants through key topics such as finance, strategy, marketing, connecting with customers and managing teams.	On Track
Support creative industries		
Deliver and facilitate opportunities for skills development, collaboration and capacity building to ensure cultural sector resilience and sustainability	The City collated and distributed a regular digest email of support information, funding and collaboration opportunities relating to the cultural sector, to cultural tenants and cultural grant recipients. Sector support programs provided by City grantees included Creative Plus Business' program THRIVE, a networking and professional development program, for Sydney's arts practitioners, Accessible Arts hosted Access Ideas and Insights, a series of quarterly hybrid panel discussions exploring access and inclusion and showcasing best-practice digital access for the creative sector. Diversity Arts Australia delivered Shifting the Balance, a leadership and capacity-building program to address gaps in the representation, development, and career longevity of culturally and linguistically diverse and racially marginalised arts leaders. Making Space for Culture Incubator built knowledge, capabilities and connections between the cultural and property sectors to address Sydney's creative space shortage and hosted a series of quarterly hybrid panel discussions exploring access and inclusion and showcasing best-practice digital access.	On Track

Support local businesses – technology and innovation

Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Economic grants approved by the City of Sydney	\$ '000	799.1	1,372.97	-	806.03	464.47	3.73	0	1,274.22	This year, Council has approved 34 economic grants through the Business sector support, Festival and events sponsorship, Innovation and ideas and Haymarket activation grant programs. This includes support for Haymarket Alliance Inc to deliver Neon Playground 2.0, a three-week lights, music and art activation of the Haymarket area, Guide Dogs NSW/ACT to educate local businesses on Guide Dog access rights and Boomerang Labs Ltd to run a ten week circular economy program in Chippendale for investment-ready circular startups.	Indicator Only

9.2 The transition to a zero-carbon economy offers new economic opportunities

Major Programs	Progress To Date	Status
Innovation and commercialisation of research		
Work closely with the operator of Greenhouse, the City's new business innovation space at Circular Quay to provide affordable workspace, capacity building programming, and access to funding for green and climate tech startups	This year, the City has provided a total of \$2,821,255 in rent abatement to Greenhouse through the Accommodation grant program to operate a climate tech focused innovation hub situated at Circular Quay. In addition, the City provided a total of \$58,231 in cash funding through the Innovation and ideas grant program for two projects to be delivered by Greenhouse, including \$45,596 in cash funding for a project to boost sustainable finance opportunities for climate tech and circular economy infrastructure and \$12,635 in cash funding to support Sydney Climate Action Week activities. Sydney Climate Action week occurred in March 2025 with over 230 community-led events delivered across the city.	On Track
Promote and support development of key green sectors		
Explore opportunities to position Sydney as a regional hub for sustainable finance, in collaboration with the NSW Government, Australian Sustainable Finance Initiative, and other key stakeholders	Our Economic Development Strategy 2025-2035 prioritises the transition to a green and circular economy to support Sydney's as a regional hub for sustainable finance. We continue to explore opportunities for collaboration with both the Australian Sustainable Finance Institute and the NSW government. Greenhouse Climate Tech Hub at Circular Quay is operating and fostering growth of sustainability-focused tech companies and provide a platform to attract more sustainable finance to Sydney. Its services for sustainability-focused startups include building business skills, connecting startups to investors and venture capital, and hosting major events including the 2025 Sydney Climate Action Week (supported through grant funding from the City of Sydney). We continue to support Greenhouse through the Ideas and Innovation grant program, most recently a research report that will "Catalyse sustainable finance", which will be launched in August 2026. The report will inform a capability building and financial instrument piloting program that Greenhouse will deliver as part of the 3 year grant.	On Track

9.3 An inclusive city economy provides opportunities for everyone to participate and share in its prosperity

Major Programs			Progress To Date							Status		
Collect, analyse and share data												
Provide demographic and economic development information to enable enhanced community decision making			The City provides public data, reports, and commentary on housing stock; residential, commercial, and visitor accommodation development; community wellbeing; employment, business mix, and floorspace trends; and Census data and population forecasts. These are published on the City's website and/or datahub.							On Track		
Collect, analyse and share data												
Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Q4	YTD	Comment	Status
Turnover of the core night-time economy for the financial year (food, drink & entertainment businesses)	\$Bln	-	6.14	-	-	-	-	-	-	-	Data for 2024/25 is not available at the time of publication. Data for previous report period is now available and has been included. Across the City of Sydney in the 2023/24 financial year the turnover of core night-time economy (food, drink and leisure and entertainment) was \$6.14 billion. This was up 8.3% from the 2022/23 financial year (nominal terms).	Indicator Only

9.4 Creativity and great experiences fuel the vitality of the city

Major Programs		Progress To Date	Status
Activation of places and precincts			
Activate local precincts through fostering collaboration within the business community and investment in year-round creative programming	The City approved a total of \$701,000 in cash and value-in-kind funding for 16 projects that will foster collaboration within the business community and provide creative programming within local precincts through the festivals and events sponsorship and business sector support grant programs. The City delivered 12 Sydney Streets events including Haymarket, Potts Point, Darlinghurst, Surry Hills, Pyrmont, Glebe and Redfern. A total of 515 local businesses and community organisations participated, extending onto the street with activations such as outdoor dining, stalls, pop-ups, workshops, and live performances. A total of 711 artists were employed across the event by the City and 86 performers employed by local businesses. Attendees were surveyed with a total of 673 responses, of these, 96% rated their overall experience as good or excellent and 99% would attend a similar event in the future. Of those surveyed from the suburb, 81% agreed or strongly agreed the event made them feel more part of their local community.		On Track
Streamlined regulation and compliance			
Continue to develop the business concierge service by increasing its service offering across a multi-channel environment	The Business Concierge team continued to support the City's Grants program, by assisting applicants with enquiries, and the Sydney Streets program by speaking with businesses in Glebe, Pyrmont, Surry Hills, Haymarket, East Sydney, Redfern and Potts Point, and surveying attendees of the event days. Developing a plan to expand the service providing small business and creatives a direct point of contact for their service needs.		On Track

Support the visitor economy

Invest in, support and promote festivals and events that attract local and global audiences which contribute to Sydney's vibrancy

Events supported by the City included Moogahlin's Yellamundie Development Festival of First People's storytelling, Red Room Poetry month including readings on the BBC, Sydney Craft Week by Australian Design Centre, Sydney Contemporary, SXSW Sydney, and FBI Radio SMAC Awards at City Recital Hall. Vivid, Sydney Festival and Yabun Festival celebrations took place in and around Sydney Harbour. During the Sydney Gay and Lesbian Mardi Gras Festival audiences participated in events including Fair Day, Ultraviolet, Sissy Ball and the Mardi Gras Parade attracting more than 180 floats and 10,000 participants. Sydney Film Festival, Antenna Documentary Film Festival, the French Film Festival and other cultural film festivals attracted an international following with the programs including films from over 60 countries. These events delivered an array of workshops, film and visual arts and attracted thousands of audiences to venues across Sydney CBD and local precincts.

On Track

Collaborate with relevant visitor economy peak bodies and agencies to rebuild and promote the visitor economy, with particular focus on Sydney experiences, tourism and international education

The City continues to work closely with strategic partners including Destination NSW (DNSW), Placemaking NSW, Office of the 24-Hour Economy Commissioner (O24HEC), Study NSW, and the wider Sydney visitor economy sector to support a quality destination experience.

The City continues to support sector innovation through grants and sponsorships. This year's highlights included funding Business Events Sydney's acquisition of global business events, sponsorship of Vivid Sydney, and support of the Taxis NSW's taxi driver ambassador program. Work is underway to lead a more coordinated approach to our internal resourcing through external partnerships, knowledge sharing and data insights, particularly with DNSW and O24HEC.

Latest figures for the year ending December 2024 show there were 36.7 million visitor arrivals year to Sydney, representing an increase of 4.3% for domestic travellers and 11.2% for international tourists compared with 2023. The number of nights spent in Sydney also increased 10.6% and expenditure was up 7.4%. Visitor numbers are still slightly lower than pre-pandemic levels, yet expenditure and number of nights have increased beyond the pre-pandemic level. China remains the top source country making up 13% of our international visitors, followed by the USA 12%, while New Zealand has now overtaken the United Kingdom to be the third highest market, now making up 10% of all visitors. Visitors from Korea are now on-par with those from the United Kingdom at 8%.

The City continues to support the International Student Welcome Desk and volunteering programs at Sydney Airport, coordinated by Study NSW. In the year ending December 2024, there were around 231,000 international students enrolled in Sydney (City & inner south) at tertiary education institutions, compared with around 223,000 in the year prior. The top 5 source countries for students remain China, Nepal, India, Philippines, and Vietnam.

On Track

Develop and deliver tourist information programs to meet visitor requirements

The Customs House visitor information centre was refurbished in early 2025. A refreshed internal design has improved the visitor experience with clearer wayfinding. A new digital content screen and self-serve iPad provides more ways for the visitor to access information about what to see and do in Sydney. The newly designed service desk is framed by a new artistic work, Jagan (Country) by Indigenous artist Kim Healey.

The City continues to deliver face-to-face visitor services including the Destination Ambassador volunteer program and the Roaming Ambassador program at Circular Quay, Overseas Passenger Terminal and White Bay Cruise Terminal. More familiarisation tours of new experiences and facilities along with more information sharing across the ecosystem are helping to enrich ambassador knowledge and value.

For the 2024/2025 financial year, our ambassadors have had around 224,000 visitor interactions – of which around 184,000 were roaming interactions, and 17,000 cruise ship passenger meet and greets. The City entered into an agreement with Big Splash Media for the Sydney Travel Guide. The agreement includes quarterly briefing sessions with the City's Ambassadors and Visitor Service team and some city focused editorial.

On Track

Implement projects and programs to support the international education sector

The Lord Mayor's Welcome for international students took place on Tuesday 1 April 2025 in Sydney Town Hall. Over 800 attendees from 67 different nations enjoyed the welcoming and inclusive atmosphere. The event involved a Welcome to Country and smoking ceremony. Attendees were also able to find out about activities and local support services at over 28 stalls including NSW Health, Transport for NSW and The Centre for Volunteering. A graduation ceremony also took place at the event for the City's International Student Leadership Ambassadors (ISLA) who took part in the 2024-2025 program.

On Track

Support the visitor economy											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Economic impact of events secured	\$M	49.1	47.9	-	12.6	11.3	55.68	20.8	100.38	Business Events Sydney secured a total of 24 events with an estimated 99,600 delegate days and \$100,381,016 in direct expenditure. This includes a large conference with large delegate numbers.	Indicator Only
Grants approved by the City of Sydney for major events and festivals	\$ '000	6,639.83	6,540.38	-	300	536.39	5,608.64	0	6,445.04	This year, the City supported 14 major events, including Yabun Festival, SXSW Sydney, Sydney Fringe Festival, City2Surf, Sydney Writers' Festival, Sydney Festival, Vivid Sydney, Sydney Film Festival, Australian Fashion Week, Business Events Sydney, Sydney Gay and Lesbian Mardi Gras Parade and Australia Day in Sydney.	Indicator Only
Domestic visitor overnight trips (number of nights stayed)	No	6,046,176	5,913,943	-	-	3,296,443	-	1,690,323	4,986,766	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only
International visitor average number of nights	No.	13.85	13.99	-	-	13.20	-	14.28	14.28	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only
International overnight visitors	No	1,382,149	2,043,269	-	-	1,078,524	-	1,257,448	2,335,972	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only
International students studying in the local area	No.	221,647	214,643	-	-	-	-	231,796	231,796	In the year ending December 2024, there were 231,796 international students enrolled in Sydney (City & inner south) at tertiary education institutions	Indicator Only

9.5 Unique local neighbourhoods and the global city centre support thriving economic activity

Major Programs	Progress To Date	Status
Promote economic activity and local neighbourhood identity		
Support the implementation of the Oxford Street LGBTIQA+ Place Strategy	Launched in June 2023, the Oxford Street Pride Charter promotes inclusivity and celebrates Oxford Street's unique LGBTIQA+ history. Developed with input from local businesses and the LGBTIQA+ community, the Charter now has 68 members. In August 2024 the word "business" was removed from the Charter name to better to better reflect the diversity of its members. The City has also approved \$40,000 in funding to the Rainbow Precinct to promote the Charter and host member forums for knowledge sharing and collaboration. Free online diversity and inclusion training, developed by the City, has been completed by 250 individuals across 39 organisations. A specialised security training module was introduced in June 2024, with 66 staff from 19 businesses completing it. The PrideVis program is a key initiative of the Charter and equips security staff with pride-flag vests to enhance safety and visibility. It was developed by the Surry Hills Liquor Accord with support from the City, NSW Police, the Charter Steering Committee, and the Rainbow Precinct.	On Track

Facilitate the assessment, approval and installation of infrastructure for eligible businesses for on-street alfresco dining	Since November 2020, 199 businesses have been approved for on-street dining, with an estimated 2,221 sqm of road space reallocated. Of these, 25 have become permanent footpath dining through public domain upgrades and 40 have ceased for various reasons. There are currently 157 businesses operating with on-street dining. Council will investigate those locations where footpath can be permanently extended into road space for outdoor dining, consider the criteria for the extension of the footpath. Council has endorsed a revision of the City's Outdoor Dining Guideline.	On Track
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Economic diversity		
Implement the Eora Journey Economic Development Plan by facilitating access to appropriate space, skills development programs and employment opportunities for Aboriginal and Torres Strait Islander businesses	The City meets regularly with the Aboriginal and Torres Strait Islander Advisory Panel to seek insights and guidance. The City continues to deliver the Eora Journey Economic Development Plan 2016- 2026 and implement the associated Aboriginal and Torres Strait Islander Workforce Strategy. Our new Economic Development Strategy was adopted in December 2024, and it prioritises Aboriginal and Torres Strait Islander economic development including through a featured momentum building project called 'Supporting Indigenous Enterprise'.	On Track
Support development of diverse, inclusive, and sustainable 24-hour precincts in collaboration with local stakeholders and the NSW Government	The City approved a total of \$809,340 in cash and value-in-kind for projects that promote vibrant, safe and sustainable precincts through the Business sector support, Festival & events sponsorship, Innovation and Ideas and Quick response grant programs. The City also provided \$200,000 in cash funding through the Haymarket Activation grant program to support the Neon Playground 2.0 Festival held from March to April. Sydney Street events were delivered in Haymarket, Potts Point, Darlinghurst, Surry Hills, Pyrmont, Glebe and Redfern and included 203 activations and 711 artist performances. The City has permanently waived outdoor dining fees for footway and on-road dining and continues to support on-road dining for 157 businesses. The City has worked with the NSW Office of the 24-Hour Commissioner on a range of initiatives designed to promote and support a diverse, vibrant and inclusive nightlife, including the Uptown District Accelerator Program, Purple Flag Accreditation Scheme and 24-hour Economy Strategy.	On Track

SD10 Housing for all

This is a city where everyone has a home. Social, affordable, and supported housing is available for those who need it. High-quality housing is available for everyone

10.1 People sleeping rough or at risk of experiencing homelessness have access to adequate accommodation, services, and support to meet their needs

Major Programs	Progress To Date	Status
Collaboration and advocacy		
Advocate for innovative responses, and build the capacity of City staff, non-government services and the community to contribute to preventing and reducing homelessness	The City continues to advocate for the needs of individuals experiencing homelessness through a range of activities including: • Chairing the Aboriginal Case Coordination Group, Homeless Assertive Outreach Response Team (HART), Non-Resident Case Coordination Group, Local Government Homelessness Communities of Practice and Sydney Zero Leadership Team • Presenting on impacts of climate change on people sleeping rough at the Australian Disaster and Resilience and Australian Housing and Urban Research Institute (AHURI) National Homelessness Conferences • Monthly place making meetings with mobile voluntary services to ensure compliance with the City's guidelines • Monthly meetings to improve heat responses for people experiencing homelessness, along with activation of the Cooling Hub with St Vincent's Health • Finalisation with Homes NSW of documents to guide responses to closures of boarding houses and for extreme weather and other emergencies • Participation in the Sydney Zero Action Group (SZAG) and advocacy with Homes NSW on current barriers to access of temporary accommodation	On Track
Partner and support the delivery and coordination of services to link people sleeping rough with services and support	The Homelessness Assertive Outreach Response Team (HART) coordinated by the City and Homes NSW continued weekly patrols and place-based operations to ensure a coordinated approach to safe, supported long-term housing. The HART has engaged with 6586 people since March 2019 and 461 people have been housed since March 2017. Highlights this financial year include: • 230 people assisted to exit homelessness and 170 people prevented from entering homelessness as a result of City funded programs • 457 outcomes at the Woolloomooloo Integrated Support Hub (WISH) • Chaired the Sydney Zero Leadership team and continued integration of the By Name List into case coordination systems • Continued to support 'Health Pop up hub' to improve access to healthcare for people sleeping rough • Worked with St Vincent's Health and Sydney University to set up and staff mobile cooling hubs on days of extreme heat with over 60 attendances each time • Continued attend and support the Health Coordination Meetings to improve health coordination to deliver health to areas of need.	On Track
Access to safe, secure and sustainable housing		
Monitor patterns of homelessness, and services available for people who are homeless or at risk of homelessness to identify gaps and trends	A total of 346 people were counted sleeping rough across the City of Sydney local area during the City's summer street count in February 2025. This represents a 24 percent increase when compared with February 2024. There were also 380 people occupying crisis and temporary accommodation beds. The City's Public Space Liaison Officers patrol seven days a week, including during extreme weather events. They provide partner services, including the Department of Communities and Justice and NSW Health, with information on the needs of people street sleeping, and the numbers of people that need support.	On Track

Collaboration and advocacy											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No.	192	211	-	46	50	65	69	230	This represents a 9% increase compared to the same period last year.	Indicator Only
People prevented from becoming homeless through the City supported brokerage program	No.	172	174	-	49	40	30	51	170	This represents a 2% decrease compared to the same period last year.	Indicator Only
Access to safe, secure and sustainable housing											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People sleeping rough in the LGA	No.	277	280	-	-	-	-	346	346	This represents a 24% increase from last year. Street Count is conducted annually in February.	Indicator Only
People in crisis accommodation in the LGA	No.	299	392	-	-	-	-	380	380	Temporary and crisis accommodation on the night of the street count was at 98 per cent capacity.	Indicator Only

10.2 The supply of well maintained, safe, secure and sustainable social housing is increased to support diverse communities		
Major Programs	Progress To Date	Status
Safe, cohesive and connected neighbourhoods		
Provide and support community capacity building initiatives in social housing neighbourhoods	The City works with social housing residents and stakeholders to improve safety and wellbeing in Waterloo as part of the Waterloo Human Services Collaborative. This included resident-led pet care workshops, emergency preparedness events, mental health information sessions, and alcohol and other drug workshops as part of the Waterloo Wellbeing Safety Action Group. Over 800 residents participated in these activities. In May, the City and Homes NSW delivered a recycling workshop for Northcott social housing residents. The City hosted two Pet Day events in partnership with The Cat Protection Society of NSW, RSPCA NSW, Sydney University Veterinary Teaching Hospital and local veterinary clinics. The events provided 620 free pet health checks and attracted over 1,100 residents with 91% reporting that they feel safe in the community and 95% feel more connected to the community. A total of seven grants to a total value of \$233,350 in cash were provided for capacity building initiatives in social housing neighbourhoods.	On Track
Collaboration		
Work in partnership to enhance the safety, liveability and amenity of social housing communities and properties	During the year the City participated in five bi-monthly Neighbourhood Advisory Boards to address local issues and co-design improvements to social housing safety, liveability, and amenity of social housing and chaired the monthly Waterloo Wellbeing Safety Action Group. The City hosted monthly Social Housing Operations meetings with Homes NSW to resolve ongoing issues resulting in these being reduced by 40 per cent over the last 12 months. The City participates in the bi-monthly Homes NSW Waste Management and Rodent Control Steering Group to resolve systemic operational challenges. The City supported Clean Up Australia's six clean-up activities in the Redfern and Waterloo social housing communities, attracting 66 participants and collecting 59 large garbage bags of litter. Six editions of the Social Housing Newsletter were distributed, sharing safety updates, local news and service information. Subscribers have more than doubled since the first edition in September 2024.	On Track

Support people during urban renewal and development

Support communities to participate in social housing redevelopment projects	The City supported 3 community organisations through the Community services grant program to provide social housing residents with legal advice, advocacy, community programs and culturally safe support for Aboriginal and Torres Strait Islander residents impacted by the Waterloo South Redevelopment. This included Counterpoint Community Services, Redfern Legal Centre and Kinchela Boys Home Aboriginal Corporation. The City participates in the Waterloo Redevelopment Group to hear community issues, raise concerns and provide advice to the Waterloo South project team. In addition, the City meets on a monthly basis with Homes NSW to discuss the Waterloo South redevelopment and resident relocations.	On Track
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Advocacy

Advocate to ensure that the renewal of the housing estates are well planned and deliver improved social housing outcomes	The City previously made a submission to a state led rezoning process for Explorer Street South Eveleigh. The planning controls are yet to be made by the NSW Government. The City continues to advocate for high quality design, more social and affordable housing than what is generally proposed by the NSW Government, and the delivery of appropriate infrastructure to support future residents.	On Track
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Advocacy

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Social housing dwellings in the LGA	No	9,691	9,538	-	-	-	-	9,540	9,540	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only

10.3 An increased supply of affordable housing supports diverse communities and the economy

Major Programs	Progress To Date	Status
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Partnerships

Work with councils across metropolitan Sydney to increase affordable rental housing supply	The City of Sydney continues to provide advice and other support to councils who are working to improve the supply of affordable rental housing. This has included representations to the Legislative Assembly Committee on Essential Worker Housing, support for the Draft Western Sydney Regional Affordable Rental Housing Contribution Scheme and advice on discounted land sales for affordable rental housing.	On Track
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Planning controls to encourage affordable rental housing

Facilitate affordable rental housing through the planning system, optimising programs, leveraging site specific opportunities and investigating opportunities for innovative approaches	In December 2024, Council approved a draft amendment to the City's affordable housing provisions in its LEPs and the affordable housing program. The proposed amendment increases contribution rates and makes changes to how the contribution requirement can be satisfied. The City is waiting Gateway Determination from the NSW Government to put the proposed changes on public exhibition.	On Track
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Planning controls to encourage affordable rental housing											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Affordable rental housing units and diverse housing in the LGA	No.	1,464	1,447	-	-	-	-	1,390	1,390	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only

10.4 Every neighbourhood has a mix of housing accommodating diverse and growing communities

Major Programs	Progress To Date	Status
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Facilitate supply of diverse range of housing

Monitor the quantity of private residential and non-private residential development in the city by development phase	As at 30 June 2025 there were: 10,717 private residential dwellings approved or under construction in the city 3,323 non-private residential dwellings approved or under construction in the city 3,644 private residential dwellings lodged but not yet approved in the city 256 non-private residential dwellings lodged but not yet approved in the city For the June quarter (Q4) there were: 272 private dwellings completed 69 non-private dwellings completed For the 2024/25 financial year there were: 1,736 private dwellings completed 903 non-private dwellings completed	On Track
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Facilitate supply of diverse range of housing

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Q4	YTD	Comment	Status
Grants approved by the City of Sydney to support affordable and diverse housing and address homelessness	\$ '000	1,371.86	1,349.59	-	1,400	0	0	0	0	1,400	This year, 4 grants were approved by Council through Community services to support 4 specialist Homelessness services in the Inner City area. This includes Aboriginal Corporation for Homeless Rehabilitation Community, Innari, Launchpad Youth Community and Neami.	Indicator Only
New dwellings approved in the LGA	No.	880	893	-	254	934	1,190	1,007	3,385			Indicator Only
Private dwellings which are social housing in the LGA. Target of 7.5% by 2050 from June 2021 baseline of 8.0%.	%	7.90	7.69	-	-	-	-	-	7.59	7.59	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only
Private dwellings which are affordable rental housing units and / or diverse housing in the LGA. Target of 7.5% by 2050 from June 2021 baseline of 1.1%	%	1.19	1.17	-	-	-	-	-	1.06	1.06	Data for the financial year 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Q4	YTD	Comment	Status
Private dwellings in the LGA. Target of 156,000 by 2036	No.	122,723	124,010	-	-	-	-	-	125,720	125,720	Data for the financial year 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only
Non private dwellings (boarding houses, student accommodation, residential aged care services) in the LGA. Target of 17,500 by 2036	No.	15,861	16,366	-	-	-	-	-	17,146	17,146	Data for the financial year 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only

10.5 There is an increased supply of culturally appropriate social and affordable housing for Aboriginal and Torres Strait Islander peoples

Major Programs	Progress To Date	Status
Partner with the Aboriginal and Torres Strait Islander community to deliver improved housing outcomes		
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	The City 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 requires this housing to be designed so that it is culturally appropriate. The guide came into effect in February 2023. The City has been working with the NSW Government on the state-led rezoning of the Explorer Street social housing site. The draft planning controls required a minimum amount of culturally appropriate affordable housing for Aboriginal and Torres Strait Islander households.	On Track

Glossary

BASIX – Building sustainability index, is a NSW government planning measure to reduce household electricity and water use by setting minimum sustainability targets for new and renovated homes.

B-Corp – B Corporation (also B Lab or B Corp) is a private certification of for-profit companies of their social and environmental performance. Companies are required to seek re-certification every three years to retain B Corporation status.

C40 Cities – A network of the world's megacities committed to addressing climate change.

Canopy cover – The proportion of land area occupied by the tree's crown or canopy, or combined canopies, when visualised from directly above. It is often expressed as a percentage or the total area covered.

CALD – Culturally and linguistically diverse peoples referencing the many Australian communities that originally came from different countries and therefore have cultures and languages that are different to those of Australians born here generation after generation.

CBD – Central Business District. The Sydney Central Business District is the historical and main commercial centre of Sydney. Geographically, its north-south axis runs from Circular Quay in the north to Central railway station in the south. Its east-west axis runs from a chain of parkland that includes Hyde Park, The Domain, Royal Botanic Gardens and Farm Cove on Sydney Harbour in the east, to Darling Harbour and the Western Distributor in the west.

CCAP – Climate Change Action Plan – City is a web-based software application owned by Kinesis designed to aggregate, analyse and report disparate urban data to measure, track, report and manage energy use and sustainability performance.

CDP – CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts.

CWI – Community Wellbeing Indicators developed in partnership with the Institute for Sustainable Futures at the University of Technology, Sydney and the McCaughey Research Centre from the University of Melbourne which provide a critical evidence-base on changing trends and issues affecting the community over time that can inform policy development and service provision investment planning.

DA – Development application for land use.

DCJ – Department of Communities and Justice supports vulnerable people and families to participate in social and economic life and build stronger communities.

DCP – Development control plan, providing detailed planning and design guidelines to support the planning controls in the local environmental plans.

DPE – Department of Planning and Environment provide services in urban and regional planning, natural resources, industry, environment, Aboriginal and social housing, and regional New South Wales. Previously known as **DPiE** – Department of Planning, Industry and Environment.

Environmental Management System (EMS) – Is a structured system designed to help manage environmental impacts and improve the environmental performance of the City's operations.

EPA – NSW Environment Protection Authority is the primary environmental regulator for New South Wales. Its purpose is to improve environmental performance and waste management for NSW.

ERP – The estimated residential population is the official measure of Australia's population based on the concept of usual residence, developed by the Australian Bureau of Statistics for use in between each Census.

EEO – Equal employment opportunity.

Greenhouse gas emissions – Gases that trap heat in the atmosphere. Greenhouse gases from human activities are the most significant driver of observed climate change since the mid-20th century.

HART – Homelessness Assertive Outreach Response Team is a partnership between NSW Department of Communities and Justice and City of Sydney who collaborate with specialist health, homelessness, and other non-government services to provide services for people sleeping rough.

ICAC – The Independent Commission Against Corruption is an independent organisation to protect the public interest, prevent breaches of public trust and guide the conduct of public officials in the NSW public sector.

IPART – Independent Pricing and Regulatory Tribunal. Is the independent regulator that determines the maximum prices that can be charged for certain retail energy, water and transport services in New South Wales and also reviews certain matters relating to local government, including the annual rate peg.

LED – Light-emitting diode, a type of lightbulb.

LEP – Local environment plans which are planning instruments that apply to the local area.

LGA – Local government area. The Sydney LGA is made up of 33 suburbs wholly or partly contained within our Local Government Area boundary. They are Alexandria, Annandale, Barangaroo, Beaconsfield, Camperdown, Centennial Park, Chippendale, Darlinghurst, Darlington, Dawes Point, Elizabeth Bay, Erskineville, Eveleigh, Forest Lodge, Glebe, Haymarket, Millers Point, Moore Park, Newtown, Paddington, Potts Point, Pyrmont, Redfern, Rosebery, Rushcutters Bay, St Peters, Surry Hills, Sydney, The Rocks, Ultimo, Waterloo, Woolloomooloo and Zetland.

LGN – Liveable green network. The liveable green network aims to create a pedestrian and cycling network that connects people with the city and village centres as well as major transport and entertainment hubs, cultural precincts, parks and open spaces.

LGBTIQA+ – Evolving acronym to signify lesbian, gay, bisexual, transgender, intersex, queer/questioning and asexual people collectively.

Local area – Refers to the City of Sydney local government area (LGA). May also be referred to as the 'City of Sydney local area', 'our local area' or 'the local area'.

NABERS – National Australian Built Environment Rating System is a national rating system that measures the environmental performance (energy efficiency, water usage, waste management and indoor environment quality) of Australian buildings and tenancies and their impact on the environment.

Net zero emissions – Balancing the amount of carbon released with an equivalent amount offset by purchasing carbon credits to make up the difference.

Non-potable water – Water that is not of a quality for drinking and cooking purposes, used for purposes such as laundry, gardening, car washing and cooling towers.

Potable water – Treated water that is safe enough for consumption, use in kitchens and bathrooms. Water that is of drinking water quality for use in bathrooms, kitchens and for consumption.

PPE – Personal protective equipment or clothing used and/or worn to provide personal health and safety.

Recycled water – Former wastewater (sewage) is treated to remove solids and impurities and used for non-potable water needs, rather than discharged into waterways.

RMS – Roads and Maritime Services is an operating agency within TfNSW responsible for setting the strategic direction and guiding an extended network of public and private service delivery agencies to provide improved transport outcomes.

Renewable energy – Energy from resources which are naturally replenished on a human timescale, such as sunlight, wind, rain, tides, waves, and geothermal heat.

Resilience – The capacity to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks are experienced.

RMS – Roads and Maritime Services is an operating agency within TfNSW responsible for setting the strategic direction and guiding an extended network of public and private service delivery agencies to provide improved transport outcomes.

SEPP – State Environmental Planning Policies which apply across the state.

Sustainability Management and Reporting Tool (SMART) – The utilities tool used to record and report the Council's utility consumption for its buildings, parks, civic-spaces and street lighting.

SRAP – Stretch Reconciliation Action Plan. First adopted by the City in 2020 and refreshed in 2025, this reconciliation action plan outlines our vision and action we will take for reconciliation that values the living cultures of Aboriginal and Torres Strait Islander people, 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.

SSROC – South Sydney Regional Organisation of Councils is an association of 11 councils spanning Sydney's southern, eastern, central and inner west suburbs which provides a forum through which member councils can interact, exchange ideas and work collaboratively to solve regional issues and contribute to the future sustainability of the region.

TfNSW – Transport for NSW is responsible for improving the customer experience, planning, program administration, policy, regulation, procuring transport services, infrastructure and freight.

Water sensitive urban design (WSUD) – A design approach which integrates the urban water cycle into urban design to reduce environmental degradation and improve aesthetic appeal.

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Appendix 1: Status definitions for progress reports

The City uses status types to summarise the overall status or progress of the deliverable.

Programs and projects:

	On track	Watch	Attention required
Program	Activities to deliver this program are progressing as expected.	Activities to deliver this program are progressing but minor issues or risks have been identified that may impact achieving all of the goals of this work.	A significant obstacle to delivering this program and achieving all the goals of this work has been identified and action is required.
Project	Work on this project is progressing as planned.	Work on this project is progressing but there is some risk to the project schedule, budget or outcomes and monitoring is required.	There is significant risk to the project schedule, budget or outcomes and corrective action is required.

Measures:

There are three different types of measures which have different status reporting parameters:

Within tolerance – these measures have a target with a tolerance and the status varies based on how large the variance is from that target as detailed in the table below.

On target – these measures have a target with no tolerance parameters. The status for these measures is either on track or attention required.

Trend – these measures do not have a target or have a target that is beyond the current financial year. This measure type is used to display a trend for demand or activity. When reported the status column for these measures says “Indicator Only” and the target column displays a “-”.

	On track	Watch	Attention required
Within tolerance	The measure result is on target or better than the target.	The measure has an unfavourable variance from target of up to 10%.	The measure has an unfavourable variance of more than 10% from target and action may be required.
On target	The measure result is on target or better than the target.	N/A - these measures do not use the “watch” status.	Any unfavourable variance from target.

Other status types:

Not yet due to report - Where a program, project or measure is not due to report in a particular report period, the status column will read “Not yet due to report”.



Item 4.

Attachment A

Financial Results Summary

Financial Summary

City of Sydney | Q1 2025/26

	Year-to-date			Full Year				
\$ Millions *	Current Budget	Actual	Variance Fav/ (Unfav)	Original Budget	Adjustment	Current Budget	Annual Forecast	Variance Fav/ (Unfav)
Operating Income	185.5	181.6	(3.9)	748.5	-	748.5	746.6	(1.9)
Employee benefits and on-costs	81.2	79.3	1.9	319.0	-	319.0	315.8	3.2
Other operating expenditure	76.1	73.6	2.5	312.4	-	312.4	315.1	(2.7)
Operating Expenditure	157.4	152.8	4.6	631.4	-	631.4	630.9	0.5
OPERATING RESULT (before depreciation, interest, capital related costs and capital related income)	28.1	28.8	0.7	117.1	-	117.1	115.7	(1.4)
Add additional income:								
Interest Income	7.6	8.5	0.9	30.4	-	30.4	33.3	2.9
Capital grants and Contributions	15.3	17.8	2.5	97.4	-	97.4	102.7	5.3
Less additional expenses:								
Depreciation	32.3	32.0	0.3	129.0	-	129.0	129.0	-
Capital Project Related Costs	1.5	1.2	0.3	7.1	-	7.1	7.0	0.1
NET OPERATING RESULT FOR THE YEAR ATTRIBUTABLE TO COUNCIL	17.2	21.9	4.7	108.9	-	108.9	115.6	6.7
Capital Works	66.2	58.9	7.3	276.7	34.6	311.3	297.3	14.0
Capital Works (Technology and Digital Services)	9.7	5.9	3.8	24.0	1.9	25.9	29.8	(3.9)
Plant and Equipment	4.9	1.8	3.1	23.2	9.2	32.3	32.3	-
Property Acquisitions and (Divestments)	-	-	-	(122.3)	-	(122.3)	(122.3)	-
TOTAL CAPITAL EXPENDITURE	80.8	66.6	14.2	201.6	45.6	247.3	237.1	10.2
Available funds:								
Opening Balance	765.0	765.0	-	687.7	77.3	765.0	765.0	-
Affordable housing pass through (as advised Q4 FY25)	(76.1)	(76.1)	-	-	(76.1)	(76.1)	(76.1)	-
Cash Surplus / (Deficit)	(31.4)	64.8	96.2	29.4	(38.8)	(9.4)	7.5	16.9
CLOSING CASH BALANCE	657.5	753.6	96.1	717.1	(37.6)	679.5	696.4	16.9

* minor rounding issues may be reflected due to use of \$ Millions scale

Quarterly Income Statement

City of Sydney | Q1 2025/26

Year-to-date					Full Year						
\$ Millions *	Current Budget	Actual	Variance Fav/ (Unfav)	Variance %	Previous Year	Original Budget	Adjustment	Current Budget	Annual Forecast	Variance Fav/ (Unfav)	Variance %
					Actual 2024/25						
OPERATING INCOME											
Advertising Income	5.0	5.0	-	-	19.7	20.4	-	20.4	20.4	-	-
Building & Development Application Income	1.7	1.3	(0.4)	(23%)	6.8	6.9	-	6.9	7.0	0.1	1%
Building Certificate	0.6	0.6	-	-	2.1	2.1	-	2.1	2.1	-	-
Child Care Fees	0.4	0.3	(0.1)	(27%)	1.3	1.5	-	1.5	1.5	-	-
Commercial Properties	18.3	18.6	0.3	2%	72.5	77.3	-	77.3	77.1	(0.2)	(0%)
Community Properties	3.1	3.1	-	-	11.7	12.5	-	12.5	12.5	-	-
Enforcement Income	11.1	9.7	(1.4)	(13%)	42.0	43.7	-	43.7	41.6	(2.1)	(5%)
Grants and Contributions	3.9	3.3	(0.6)	(15%)	16.0	18.5	-	18.5	18.5	-	-
Health Related Income	0.5	0.6	0.1	21%	1.8	1.9	-	1.9	1.9	-	-
Library Income	0.0	0.0	-	-	0.2	0.1	-	0.1	0.1	-	-
Other Building Fees	3.5	3.2	(0.3)	(9%)	10.9	13.9	-	13.9	13.9	-	-
Other Fees	1.4	1.4	-	-	6.2	5.9	-	5.9	6.0	0.1	2%
Other Income	0.1	1.6	1.5	1928%	7.0	0.3	-	0.3	3.4	3.1	996%
Parking Meter Income	12.3	11.8	(0.5)	(4%)	44.1	49.3	-	49.3	48.5	(0.8)	(2%)
Parking Station Income	2.9	2.7	(0.2)	(7%)	10.9	11.3	-	11.3	11.3	-	-
Private Work Income	1.9	0.9	(1.0)	(52%)	8.4	7.8	-	7.8	7.8	-	-
Rates & Annual Charges	110.7	110.2	(0.5)	(0%)	421.5	442.8	-	442.8	442.1	(0.7)	(0%)
Sponsorship Income	0.0	0.0	-	-	0.2	0.2	-	0.2	0.2	-	-
Venue/Facility Income	4.0	3.8	(0.2)	(5%)	32.9	14.5	-	14.5	14.5	-	-
Work Zone	4.1	3.4	(0.7)	(17%)	14.5	16.1	-	16.1	14.6	(1.5)	(9%)
Operating income (excluding VIK)	185.5	181.6	(3.9)	(2%)	730.7	746.9	-	746.9	744.9	(2.0)	(0%)
Value-in-kind income	0.0	0.0	-	-	1.6	1.6	-	1.6	1.6	-	-
OPERATING INCOME	185.5	181.6	(3.9)	(2%)	732.3	748.5	-	748.5	746.6	(1.9)	(0%)

* minor rounding issues may be reflected due to use of \$ Millions scale

Quarterly Income Statement

City of Sydney | Q1 2025/26

\$ Millions *	Year-to-date				Full Year						
	Current Budget	Actual	Variance Fav/ (Unfav)	Variance %	Previous Year Actual 2024/25	Original Budget	Adjustment	Current Budget	Annual Forecast	Variance Fav/ (Unfav)	Variance %
EMPLOYEE BENEFITS AND ON-COSTS											
Salaries and Wages	63.4	60.8	2.6	4%	231.1	253.5	-	253.5	246.4	7.1	3%
Other Employee Related Costs	0.5	0.4	0.1	19%	1.6	2.2	-	2.2	2.2	-	-
Employee Oncosts	3.3	2.5	0.8	24%	8.7	7.9	-	7.9	6.5	1.4	18%
Agency Contract Staff	3.1	5.8	(2.7)	(88%)	25.1	11.7	-	11.7	18.4	(6.7)	(57%)
Superannuation	8.5	7.5	1.0	12%	27.6	33.7	-	33.7	32.4	1.3	4%
Travelling	0.1	0.0	0.1	179%	0.2	0.2	-	0.2	0.2	-	-
Workers Compensation Insurance	1.8	1.8	-	-	10.1	7.1	-	7.1	7.1	-	-
Fringe Benefit Tax	0.2	0.1	0.1	53%	0.5	0.8	-	0.8	0.8	-	-
Training Costs (excluding salaries)	0.4	0.3	0.1	23%	1.8	1.9	-	1.9	1.8	0.1	5%
Employee benefits and on-costs	81.2	79.3	1.9	2%	306.6	319.0	-	319.0	315.8	3.2	1%
OTHER OPERATING EXPENDITURE											
Bad & Doubtful Debts	0.1	0.5	(0.4)	(533%)	0.4	0.3	-	0.3	0.5	(0.2)	(67%)
Consultancies	0.6	0.5	0.1	17%	2.8	3.5	-	3.5	3.6	(0.1)	(3%)
Enforcement & Infringement Costs	1.5	1.8	(0.3)	(20%)	8.6	5.9	-	5.9	8.0	(2.1)	(35%)
Event Related Expenditure	1.7	1.4	0.3	18%	14.4	15.3	-	15.3	14.8	0.5	3%
Expenditure Recovered	(1.5)	(1.2)	(0.3)	20%	(5.9)	(5.9)	-	(5.9)	(5.9)	-	-
Facility Management	3.5	3.6	(0.1)	(3%)	31.7	12.3	-	12.3	12.3	-	-
General Advertising	0.3	0.1	0.2	78%	0.8	1.1	-	1.1	1.0	0.1	9%
Governance	0.6	0.4	0.2	35%	3.6	2.2	-	2.2	2.1	0.1	5%
Government Authority Charges	2.4	2.2	0.2	8%	8.6	9.7	-	9.7	9.7	-	-
Grants, Sponsorships and Donations	12.0	11.7	0.3	2%	26.2	27.3	0.1	27.4	27.4	-	-
Infrastructure Maintenance	14.9	12.2	2.7	18%	54.8	67.8	-	67.8	67.6	0.2	0%
Insurance	1.7	1.6	0.1	6%	7.5	6.7	-	6.7	6.8	(0.1)	(1%)
IT Related Expenditure	4.4	4.5	(0.1)	(2%)	16.1	18.5	-	18.5	18.0	0.5	3%
Legal Fees	1.0	0.8	0.2	21%	2.9	3.9	-	3.9	3.8	0.1	3%
Operational Contingencies	-	-	-	-	-	3.5	(0.4)	3.1	3.1	-	-
Other Asset Maintenance	1.1	0.9	0.2	18%	3.4	4.3	-	4.3	4.3	-	-
Other Operating Expenditure	3.0	3.1	(0.1)	(3%)	10.8	12.2	-	12.2	12.2	-	-
Postage & Couriers	0.5	0.3	0.2	39%	1.7	2.0	-	2.0	2.0	-	-
Printing & Stationery	0.3	0.2	0.1	35%	1.3	1.5	-	1.5	1.3	0.2	13%
Project Management & Other Project Costs	0.0	0.0	-	-	1.3	1.3	-	1.3	1.3	-	-
Property Related Expenditure	8.7	11.2	(2.5)	(29%)	44.0	38.0	-	38.0	40.9	(2.9)	(8%)
Service Contracts	6.3	6.0	0.3	5%	23.5	26.0	0.3	26.3	26.9	(0.6)	(2%)
Stores & Materials	1.6	1.2	0.4	26%	4.8	5.6	-	5.6	5.2	0.4	7%
Surveys & Studies	0.3	0.2	0.1	35%	1.7	1.8	-	1.8	1.8	-	-

* minor rounding issues may be reflected due to use of \$ Millions scale

Quarterly Income Statement

City of Sydney | Q1 2025/26

\$ Millions *	Year-to-date				Full Year						
	Current Budget	Actual	Variance Fav/ (Unfav)	Variance %	Previous Year Actual 2024/25	Original Budget	Adjustment	Current Budget	Annual Forecast	Variance Fav/ (Unfav)	Variance %
Telephone Charges	0.7	0.6	0.1	15%	2.8	2.7	-	2.7	2.7	-	-
Utilities	3.2	3.3	(0.1)	(3%)	12.3	12.7	-	12.7	12.7	-	-
Vehicle Maintenance	0.8	0.6	0.2	26%	2.7	3.2	-	3.2	3.1	0.1	3%
Waste Disposal Charges	6.7	6.0	0.7	10%	24.8	27.0	-	27.0	26.2	0.8	3%
Other operating expenditure (excluding VIK)	76.1	73.6	2.5	3%	307.6	310.7	-	310.7	313.5	(2.8)	(1%)
Value-in-kind (VIK) expenditure	0.0	0.0	-	-	1.6	1.6	-	1.6	1.6	-	-
Total other operating expenditure	76.1	73.6	2.5	3%	309.3	312.4	-	312.4	315.1	(2.7)	(1%)
OPERATING EXPENDITURE (excluding depreciation)	157.4	152.8	4.6	3%	615.9	631.4	-	631.4	630.9	0.5	0%
OPERATING RESULT (before depreciation, interest, capital related costs and capital income)	28.1	28.8	0.7	2%	116.4	117.1	-	117.1	115.7	(1.4)	(1%)
Add additional income:							-				
Interest Income	7.6	8.5	0.9	12%	39.7	30.4	-	30.4	33.3	2.9	10%
Capital Grants	15.3	17.8	2.5	16%	75.0	91.4	-	91.4	96.7	5.3	6%
Capital Grants - Works In Kind	-	-	-	-	36.3	6.0	-	6.0	6.0	-	-
Less additional expenses:							-				
Depreciation	32.3	32.0	0.3	1%	130.2	129.0	-	129.0	129.0	-	-
Capital Project Related Costs	1.5	1.2	0.3	20%	23.6	7.1	-	7.1	7.0	0.1	1%
Net gain/ (loss) on disposal of assets and revaluations:							-				
Gain Loss on Sale of Assets	-	-	-	-	(6.6)	-	-	-	-	-	-
Gain Loss on Properties	-	-	-	-	26.4	-	-	-	-	-	-
NET OPERATING RESULT FOR THE YEAR ATTRIBUTABLE TO COUNCIL	17.2	21.9	4.7	27%	133.5	108.9	-	108.9	115.6	6.7	6%
CAPITAL EXPENDITURE											
Capital Works	66.2	58.9	7.3	11%	213.3	276.7	34.6	311.3	297.3	14.0	4%
Capital Works (Technology and Digital Services)	9.7	5.9	3.8	39%	17.3	24.0	1.9	25.9	29.8	(3.9)	(15%)
Plant and Equipment	4.9	1.8	3.1	63%	21.2	23.2	9.2	32.3	32.3	-	-
Property Acquisitions and (Divestments)	-	-	-	-	67.9	(122.3)	-	(122.3)	(122.3)	-	-
TOTAL CAPITAL EXPENDITURE	80.8	66.6	14.2	18%	319.6	201.6	45.6	247.3	237.1	10.2	4%

* minor rounding issues may be reflected due to use of \$ Millions scale

Year-to-date budget vs actual operating result by division and unit

City of Sydney | Q1 2025/26

\$ Millions *	INCOME				EXPENDITURE				OPERATING RESULT			
DIVISION	BUDGET	ACTUAL	Variance Fav / (Unfav)	% Variance	BUDGET	ACTUAL	Variance Fav / (Unfav)	% Variance	BUDGET	ACTUAL	Variance Fav / (Unfav)	% Variance
Unit												
Chief Executive Office	-	-	-	-	2.9	2.7	0.2	7%	(2.9)	(2.7)	0.2	7%
Office of the Lord Mayor	-	-	-	-	1.2	1.1	0.1	9%	(1.2)	(1.1)	0.1	9%
Secretariat	-	-	-	-	0.5	0.5	-	-	(0.5)	(0.5)	-	-
Councillor Support	-	-	-	-	0.8	0.7	0.1	13%	(0.8)	(0.7)	0.1	13%
Chief Executive Office	-	-	-	-	0.5	0.4	0.1	22%	(0.5)	(0.4)	0.1	22%
Council Elections	-	-	-	-	0.0	0.0	-	-	(0.0)	(0.0)	-	-
Legal & Governance	-	0.0	-	-	3.5	3.5	-	-	(3.5)	(3.4)	0.1	3%
Risk Management & Governance	-	0.0	-	-	1.2	1.2	-	-	(1.2)	(1.2)	-	-
Legal Services	-	-	-	-	2.0	2.0	-	-	(2.0)	(2.0)	-	-
Internal Audit	-	-	-	-	0.2	0.3	(0.1)	(45%)	(0.2)	(0.3)	(0.1)	(45%)
Chief Operations Office	22.0	22.2	0.2	1%	21.6	24.1	(2.5)	(12%)	0.4	(1.9)	(2.3)	(622%)
Chief Operations Office	-	-	-	-	0.2	0.2	-	-	(0.2)	(0.2)	-	-
City Property	22.0	22.2	0.2	1%	16.5	19.0	(2.5)	(15%)	5.5	3.2	(2.3)	(42%)
Professional Services	-	-	-	-	1.2	1.4	(0.2)	(17%)	(1.2)	(1.4)	(0.2)	(17%)
Project Development and Delivery	-	-	-	-	0.9	0.9	-	-	(0.9)	(0.9)	-	-
City Design	-	-	-	-	1.5	1.4	0.1	7%	(1.5)	(1.4)	0.1	7%
Green Square	-	-	-	-	0.1	0.1	-	-	(0.1)	(0.1)	-	-
City Access & Transport	0.0	0.0	-	-	1.0	1.0	-	-	(1.0)	(1.0)	-	-
Project Management Office	-	-	-	-	0.1	0.1	-	-	(0.1)	(0.1)	-	-
People Performance & Technology	0.9	0.9	-	-	15.5	14.5	1.0	6%	(14.6)	(13.6)	1.0	7%
Customer Service	0.8	0.9	0.1	12%	2.2	1.9	0.3	14%	(1.3)	(1.0)	0.3	23%
People & Culture	-	0.0	-	-	2.5	2.3	0.2	8%	(2.5)	(2.3)	0.2	8%
Work Health & Safety	-	-	-	-	0.7	0.7	-	-	(0.7)	(0.7)	-	-
People Performance & Technology	-	-	-	-	0.3	0.2	0.1	33%	(0.3)	(0.2)	0.1	33%
Business & Service Improvement	-	-	-	-	0.4	0.4	-	-	(0.4)	(0.4)	-	-
Data & Information Management Services	0.0	0.0	-	-	2.5	2.6	(0.1)	(4%)	(2.5)	(2.5)	-	-
Technology & Digital Services	0.0	-	-	-	6.9	6.4	0.5	7%	(6.9)	(6.4)	0.5	7%
City Life	6.1	5.7	(0.4)	(7%)	30.9	28.9	2.0	6%	(24.7)	(23.2)	1.5	6%
Creative City	0.1	0.1	-	-	7.2	7.1	0.1	1%	(7.2)	(7.0)	0.2	3%
Grants & Sponsorship	-	-	-	-	10.9	10.5	0.4	4%	(10.9)	(10.5)	0.4	4%
Venue Management	3.6	3.3	(0.3)	(8%)	2.7	2.4	0.3	11%	0.9	0.9	-	-
Social City	2.3	2.3	-	-	7.5	6.9	0.6	8%	(5.2)	(4.6)	0.6	11%
City Business & Safety	-	-	-	-	1.3	0.9	0.4	32%	(1.3)	(0.9)	0.4	32%
City Life Management	-	-	-	-	0.6	0.6	-	-	(0.6)	(0.6)	-	-
Sustainability Programs	0.1	-	(0.1)	(77%)	0.6	0.4	0.2	36%	(0.4)	(0.4)	-	-

Year-to-date budget vs actual operating result by division and unit

City of Sydney | Q1 2025/26

\$ Millions *	INCOME				EXPENDITURE				OPERATING RESULT			
DIVISION	BUDGET	ACTUAL	Variance Fav / (Unfav)	% Variance	BUDGET	ACTUAL	Variance Fav / (Unfav)	% Variance	BUDGET	ACTUAL	Variance Fav / (Unfav)	% Variance
Unit												
Strategic Development & Engagement	-	0.8	0.8	-	5.4	4.9	0.5	9%	(5.4)	(4.1)	1.3	24%
City Communications	-	-	-	-	2.7	2.4	0.3	11%	(2.7)	(2.4)	0.3	11%
Strategy & Urban Analytics	-	-	-	-	1.0	1.0	-	-	(1.0)	(1.0)	-	-
Resilient Sydney	-	0.8	0.8	-	0.3	0.3	-	-	(0.3)	0.5	0.8	237%
City Engagement	-	-	-	-	0.6	0.5	0.1	18%	(0.6)	(0.5)	0.1	18%
Sustainability & Resilience	-	-	-	-	0.4	0.3	0.1	28%	(0.4)	(0.3)	0.1	28%
First Nations Leadership	-	-	-	-	0.4	0.3	0.1	27%	(0.4)	(0.3)	0.1	27%
Strategic Development & Engagement	-	-	-	-	0.1	0.1	-	-	(0.1)	(0.1)	-	-
Corporate Costs	112.3	112.5	0.2	0%	(0.5)	2.0	(2.5)	526%	112.8	110.5	(2.3)	(2%)
Finance and Procurement	0.2	0.2	-	-	3.7	3.5	0.2	5%	(3.5)	(3.3)	0.2	6%
Finance and Procurement Management	-	0.0	-	-	0.4	0.6	(0.2)	(56%)	(0.4)	(0.6)	(0.2)	(56%)
Business Planning & Performance	-	-	-	-	0.4	0.4	-	-	(0.4)	(0.4)	-	-
Financial Planning & Reporting	-	-	-	-	1.0	0.9	0.1	10%	(1.0)	(0.9)	0.1	10%
Revenue and Payments	0.2	0.2	-	-	0.9	0.9	-	-	(0.7)	(0.7)	-	-
Procurement	-	-	-	-	1.0	0.8	0.2	19%	(1.0)	(0.8)	0.2	19%
City Services	38.2	34.2	(4.0)	(10%)	62.4	57.5	4.9	8%	(24.2)	(23.2)	1.0	4%
Security & Emergency Management	-	-	-	-	1.7	1.8	(0.1)	(6%)	(1.7)	(1.8)	(0.1)	(6%)
City Rangers	11.1	9.6	(1.5)	(14%)	6.9	7.0	(0.1)	(1%)	4.1	2.5	(1.6)	(39%)
Parking Fleet and Depot Services	15.2	14.6	(0.6)	(4%)	5.1	4.6	0.5	10%	10.1	10.0	(0.1)	(1%)
City Greening & Leisure	0.6	0.6	-	-	13.8	13.6	0.2	1%	(13.3)	(13.0)	0.3	2%
City Services Management	-	-	-	-	0.2	0.2	-	-	(0.2)	(0.2)	-	-
Infrastructure Services	11.4	9.5	(1.9)	(17%)	13.3	10.4	2.9	22%	(2.0)	(0.9)	1.1	56%
City Cleansing & Resource Recovery	0.1	0.1	-	-	21.4	19.8	1.6	7%	(21.3)	(19.8)	1.5	7%
City Planning Development & Transport	5.8	5.0	(0.8)	(14%)	12.0	11.2	0.8	7%	(6.2)	(6.1)	0.1	2%
Health & Building	0.6	0.7	0.1	15%	4.3	4.0	0.3	7%	(3.7)	(3.3)	0.4	11%
Construction & Building Certification Services	3.2	3.0	(0.2)	(6%)	0.9	0.9	-	-	2.3	2.1	(0.2)	(9%)
Planning Assessments	1.7	1.1	(0.6)	(34%)	5.1	4.7	0.4	8%	(3.3)	(3.6)	(0.3)	(9%)
Strategic Planning & Urban Design	0.1	0.2	0.1	73%	1.6	1.5	0.1	6%	(1.5)	(1.3)	0.2	13%
Council	185.5	181.6	(3.9)	(2%)	157.4	152.8	4.6	3%	28.1	28.8	0.7	2%

* minor rounding issues may be reflected due to use of \$ Millions scale

Full-year budget vs forecast operating result by division and unit

City of Sydney | Q1 2025/26

\$ Millions *	INCOME				EXPENDITURE				OPERATING RESULT			
DIVISION	BUDGET	FORECAST	Variance Fav / (Unfav)	% Variance	BUDGET	FORECAST	Variance Fav / (Unfav)	% Variance	BUDGET	FORECAST	Variance Fav / (Unfav)	% Variance
Unit												
Chief Executive Office	-	-	-	-	11.5	11.5	-	-	(11.5)	(11.5)	-	-
Office of the Lord Mayor	-	-	-	-	4.6	4.6	-	-	(4.6)	(4.6)	-	-
Secretariat	-	-	-	-	2.0	2.0	-	-	(2.0)	(2.0)	-	-
Councillor Support	-	-	-	-	3.1	3.1	-	-	(3.1)	(3.1)	-	-
Chief Executive Office	-	-	-	-	1.8	1.8	-	-	(1.8)	(1.8)	-	-
Council Elections	-	-	-	-	0.0	0.0	-	-	(0.0)	(0.0)	-	-
Legal & Governance	-	-	-	-	13.6	13.5	0.1	1%	(13.6)	(13.5)	0.1	1%
Risk Management & Governance	-	-	-	-	4.9	4.9	-	-	(4.9)	(4.9)	-	-
Legal Services	-	-	-	-	7.8	7.7	0.1	1%	(7.8)	(7.7)	0.1	1%
Internal Audit	-	-	-	-	0.9	0.9	-	-	(0.9)	(0.9)	-	-
Chief Operations Office	92.0	91.8	(0.2)	(0%)	88.1	91.8	(3.7)	(4%)	3.9	0.0	(3.9)	(99%)
Chief Operations Office	-	-	-	-	0.8	0.8	-	-	(0.8)	(0.8)	-	-
City Property	91.9	91.7	(0.2)	(0%)	67.4	70.5	(3.1)	(5%)	24.5	21.2	(3.3)	(13%)
Professional Services	-	-	-	-	4.5	5.6	(1.1)	(24%)	(4.5)	(5.6)	(1.1)	(24%)
Project Development and Delivery	-	-	-	-	3.8	3.4	0.4	11%	(3.8)	(3.4)	0.4	11%
City Design	-	-	-	-	6.2	6.1	0.1	2%	(6.2)	(6.1)	0.1	2%
Green Square	-	-	-	-	0.6	0.7	(0.1)	(16%)	(0.6)	(0.7)	(0.1)	(16%)
City Access & Transport	0.1	0.1	-	-	4.2	4.2	-	-	(4.2)	(4.1)	0.1	2%
Project Management Office	-	-	-	-	0.4	0.4	-	-	(0.4)	(0.4)	-	-
People Performance & Technology	3.5	3.6	0.1	3%	63.1	62.9	0.2	0%	(59.5)	(59.3)	0.2	0%
Customer Service	3.4	3.5	0.1	3%	8.7	8.5	0.2	2%	(5.3)	(4.9)	0.4	8%
People & Culture	-	-	-	-	10.2	10.3	(0.1)	(1%)	(10.2)	(10.3)	(0.1)	(1%)
Work Health & Safety	-	-	-	-	3.0	3.0	-	-	(3.0)	(3.0)	-	-
People Performance & Technology	-	-	-	-	1.2	1.2	-	-	(1.2)	(1.2)	-	-
Business & Service Improvement	-	-	-	-	1.5	1.5	-	-	(1.5)	(1.5)	-	-
Data & Information Management Services	0.0	0.0	-	-	10.2	10.2	-	-	(10.2)	(10.2)	-	-
Technology & Digital Services	0.1	0.1	-	-	28.3	28.2	0.1	0%	(28.2)	(28.1)	0.1	0%
City Life	25.8	25.6	(0.2)	(1%)	113.7	112.6	1.1	1%	(87.9)	(87.0)	0.9	1%
Creative City	1.1	1.1	-	-	38.3	37.9	0.4	1%	(37.2)	(36.8)	0.4	1%
Grants & Sponsorship	0.1	0.1	-	-	27.1	27.1	-	-	(27.0)	(27.0)	-	-
Venue Management	14.8	14.7	(0.1)	(1%)	12.3	12.2	0.1	1%	2.5	2.5	-	-
Social City	9.3	9.3	-	-	25.7	25.3	0.4	2%	(16.4)	(15.9)	0.5	3%
City Business & Safety	-	-	-	-	5.2	5.1	0.1	2%	(5.2)	(5.1)	0.1	2%
City Life Management	-	-	-	-	2.4	2.4	-	-	(2.4)	(2.4)	-	-
Sustainability Programs	0.4	0.3	(0.1)	(28%)	2.6	2.6	-	-	(2.3)	(2.2)	0.1	4%

Full-year budget vs forecast operating result by division and unit

City of Sydney | Q1 2025/26

\$ Millions *	INCOME				EXPENDITURE				OPERATING RESULT			
DIVISION	BUDGET	FORECAST	Variance Fav / (Unfav)	% Variance	BUDGET	FORECAST	Variance Fav / (Unfav)	% Variance	BUDGET	FORECAST	Variance Fav / (Unfav)	% Variance
Unit												
Strategic Development & Engagement	0.8	0.8	-	-	22.4	21.8	0.6	3%	(21.6)	(21.0)	0.6	3%
City Communications	-	-	-	-	10.5	10.0	0.5	5%	(10.5)	(10.0)	0.5	5%
Strategy & Urban Analytics	-	-	-	-	4.1	4.1	-	-	(4.1)	(4.1)	-	-
Resilient Sydney	0.8	0.8	-	-	1.4	1.4	-	-	(0.6)	(0.6)	-	-
City Engagement	-	-	-	-	2.4	2.4	-	-	(2.4)	(2.4)	-	-
Sustainability & Resilience	-	-	-	-	2.0	2.0	-	-	(2.0)	(2.0)	-	-
First Nations Leadership	-	-	-	-	1.5	1.4	0.1	7%	(1.5)	(1.4)	0.1	7%
Strategic Development & Engagement	-	-	-	-	0.5	0.5	-	-	(0.5)	(0.5)	-	-
Corporate Costs	449.3	451.6	2.3	1%	1.5	2.5	(1.0)	(68%)	447.8	449.2	1.4	0%
Finance and Procurement	0.7	0.7	-	-	15.0	14.6	0.4	3%	(14.3)	(13.9)	0.4	3%
Finance and Procurement Management	-	-	-	-	1.4	1.4	-	-	(1.4)	(1.4)	-	-
Business Planning & Performance	-	-	-	-	1.6	1.5	0.1	6%	(1.6)	(1.5)	0.1	6%
Financial Planning & Reporting	-	-	-	-	4.1	3.8	0.3	7%	(4.1)	(3.8)	0.3	7%
Revenue and Payments	0.7	0.7	-	-	3.8	3.1	0.7	18%	(3.1)	(2.4)	0.7	23%
Procurement	-	-	-	-	4.2	4.8	(0.6)	(14%)	(4.2)	(4.8)	(0.6)	(14%)
City Services	153.4	149.3	(4.1)	(3%)	255.7	253.0	2.7	1%	(102.3)	(103.7)	(1.4)	(1%)
Security & Emergency Management	-	-	-	-	6.7	6.6	0.1	1%	(6.7)	(6.6)	0.1	1%
City Rangers	43.3	41.3	(2.0)	(5%)	27.5	28.9	(1.4)	(5%)	15.8	12.4	(3.4)	(22%)
Parking Fleet and Depot Services	60.6	59.8	(0.8)	(1%)	20.1	19.7	0.4	2%	40.5	40.1	(0.4)	(1%)
City Greening & Leisure	2.3	2.3	-	-	54.9	53.8	1.1	2%	(52.6)	(51.4)	1.2	2%
City Services Management	-	-	-	-	1.0	1.0	-	-	(1.0)	(1.0)	-	-
Infrastructure Services	46.9	45.6	(1.3)	(3%)	59.6	58.9	0.7	1%	(12.7)	(13.3)	(0.6)	(5%)
City Cleansing & Resource Recovery	0.3	0.3	-	-	86.0	84.2	1.8	2%	(85.7)	(83.9)	1.8	2%
City Planning Development & Transport	23.0	23.0	-	-	46.9	46.7	0.2	0%	(23.8)	(23.7)	0.1	0%
Health & Building	2.6	2.6	-	-	16.8	16.5	0.3	2%	(14.2)	(13.9)	0.3	2%
Construction & Building Certification Services	12.9	12.9	-	-	3.6	3.6	-	-	9.3	9.3	-	-
Planning Assessments	7.0	7.0	-	-	19.9	19.9	-	-	(12.9)	(12.9)	-	-
Strategic Planning & Urban Design	0.5	0.5	-	-	6.6	6.7	(0.1)	(2%)	(6.0)	(6.2)	(0.2)	(3%)
Council	748.5	746.6	(1.9)	(0%)	631.4	630.9	0.5	0%	117.1	115.7	(1.4)	(1%)

* minor rounding issues may be reflected due to use of \$ Millions scale

Full-year income and expenditure forecast as at Q1 by principal activity

City of Sydney | Q1 2025/26

\$ Millions*	Operating income			Operating expenditure			Operating result		
	Budget	Forecast	Variance Fav / (Unfav)	Budget	Forecast	Variance Fav / (Unfav)	Budget	Forecast	Variance Fav / (Unfav)
Responsible governance and stewardship	539.2	541.4	2.2	182.5	188.2	(5.7)	356.7	353.2	(3.5)
A leading environmental performer	2.6	2.6	-	111.1	109.0	2.1	(108.4)	(106.3)	2.1
Public places for all	49.1	47.8	(1.3)	107.4	105.6	1.8	(58.3)	(57.8)	0.5
Design excellence and sustainable development	23.1	23.1	-	53.1	54.2	(1.1)	(30.1)	(31.1)	(1.0)
A city for walking, cycling and public transport	62.8	62.2	(0.6)	16.8	16.6	0.2	46.1	45.6	(0.5)
An equitable and inclusive city	7.6	7.6	-	51.0	47.5	3.5	(43.4)	(39.8)	3.6
Resilient and diverse communities	60.1	58.1	(2.0)	57.0	58.0	(1.0)	3.1	0.1	(3.0)
A thriving cultural and creative life	3.7	3.6	(0.1)	15.7	15.6	0.1	(12.0)	(12.0)	-
A transformed and innovative economy	0.2	0.2	-	31.2	30.9	0.3	(31.0)	(30.8)	0.2
Housing for all	-	-	-	5.5	5.5	-	(5.5)	(5.5)	-
Council	748.5	746.6	(1.9)	631.4	630.9	0.5	117.1	115.7	(1.4)

* minor rounding issues may be reflected due to use of \$ Millions scale

Capital Budget Review Statement

City of Sydney | Q1 2025/26

\$ Millions*	Year-to-date			Full-year					
	Current Budget	Actual	Variance Fav / (Unfav)	Original Budget	Adj.	Current Budget	Proposed Adj.	Proposed Budget	Forecast
Public Domain	13.2	12.7	0.5	47.4	6.0	53.4	-	53.4	50.2
Properties - Community, Cultural and Recreational	5.3	4.4	0.9	16.0	5.6	21.6	-	21.6	22.0
Open Space & Parks	5.3	4.7	0.6	15.7	1.6	17.3	-	17.3	16.8
Public Art	0.2	0.2	-	1.3	0.7	2.0	-	2.0	2.0
Green Infrastructure	0.9	0.8	0.1	5.5	1.9	7.3	-	7.3	8.0
Bicycle Related Works	3.4	3.7	(0.3)	13.8	5.9	19.7	1.8	21.5	18.6
Properties - Investment and Operational	0.0	-	-	1.3	0.0	1.3	-	1.3	1.3
Stormwater Drainage	0.0	0.0	-	2.2	-	2.2	-	2.2	1.9
Capital Programs Asset Enhancement	28.3	26.6	1.7	103.1	21.6	124.7	1.8	126.5	120.8
Public Art	0.3	(0.0)	0.3	1.6	(0.1)	1.6	-	1.6	1.4
Open Space & Parks	9.0	9.0	(0.1)	38.7	3.7	42.4	0.9	43.3	42.3
Public Domain	7.9	6.5	1.3	38.0	0.5	38.5	-	38.5	38.4
Properties Assets	8.3	6.2	2.1	53.7	8.8	62.5	-	62.5	60.8
Infrastructure - Roads Bridges Footways	9.8	8.2	1.5	25.1	-	25.1	-	25.1	25.1
Stormwater Drainage	2.8	2.3	0.5	8.5	0.0	8.5	-	8.5	8.5
Capital Programs Asset Renewal	37.9	32.4	5.5	165.6	13.0	178.6	0.9	179.4	176.5
Contingency	-	-	-	8.0	-	8.0	-	8.0	-
Project expenditure not creating asset value	(1.5)	(1.2)	(0.3)	(7.1)	-	(7.1)	-	(7.1)	(7.0)
Net Capital Expenditure	64.7	57.7	7.0	269.7	34.5	304.3	2.7	306.9	290.3
Capital Works (Technology and Digital Services)	9.7	5.9	3.8	24.0	1.9	25.9	-	25.9	29.8
Plant and Equipment	4.9	1.8	3.1	23.2	8.9	32.3	4.7	37.1	32.3
Property Acquisition / (Divestment)	-	-	-	(122.3)	-	(122.3)	-	(122.3)	(122.3)

* minor rounding issues may be reflected due to use of \$ Millions scale

Capital Budget Review Statement

City of Sydney | Q1 2025/26

\$ Millions*	Year-to-date			Full-year					
	Current Budget	Actual	Variance Fav / (Unfav)	Original Budget	Adj.	Current Budget	Proposed Adj.	Proposed Budget	Forecast
Capital Funding									
Stormwater Management Reserve	0.5	0.5	-	2.1	-	2.1	-	2.1	2.1
Developer Contributions (General)	15.3	16.1	(0.8)	22.3	2.7	25.0	-	25.0	26.4
Green Infrastructure Reserve	0.2	0.1	0.1	3.6	-	3.6	-	3.6	3.6
Green Square Reserve	10.3	7.8	2.5	40.0	-	40.0	-	40.0	40.0
Heritage Conservation Fund Reserve	-	-	-	14.6	-	14.6	-	14.6	19.9
Renewable Energy	-	-	-	-	-	-	-	-	-
Public Road Reserve	-	-	-	-	-	-	-	-	-
Specific Reserve Funding	26.4	24.5	1.9	82.5	2.7	85.2	-	85.2	92.0
General Funding	52.9	40.9	12.0	112.0	42.5	155.0	7.4	162.4	138.1
Total Funding	79.3	65.4	13.9	194.6	45.2	240.2	7.4	247.6	230.1

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Cash and Investments Budget Review Statement

City of Sydney | Q1 2025/26

	Opening Balance	Year-to-date			Full-year		
\$ Millions*	Actual	Transfer to	Transfer from	Actual	Transfer to	Transfer from	Forecast
Externally Restricted							
Developer Contributions (General)	108.8	19.5	(92.2)	36.1	59.0	(144.7)	23.1
Specific Purpose Unexpended Grants	2.5	2.7	(2.6)	2.5	10.5	(10.3)	2.7
Domestic Waste Reserve	41.3	17.7	(16.6)	42.4	71.6	(69.2)	43.7
Stormwater Management Reserve	-	0.5	(0.5)	-	2.1	(2.1)	-
Total Externally Restricted Cash and Investments	152.5	40.4	(112.0)	81.0	143.2	(226.3)	69.5
Internally Restricted							
Supported Accommodation, Affordable and Diverse Housing Fund	19.0	-	-	19.0	-	(3.0)	16.0
Employee Leave Entitlement Reserve	7.8	0.1	-	7.9	3.1	(2.5)	8.5
Green Infrastructure Reserve	3.7	-	(0.1)	3.6	-	(3.6)	0.1
Green Square Reserve	162.9	-	(7.8)	155.1	-	(40.0)	122.9
Heritage Conservation Fund Reserve	68.7	-	-	68.7	(19.9)	(19.9)	28.9
Public Liability Insurance Reserve	1.0	-	-	1.0	-	-	1.0
Performance Cash Bonds	25.7	2.2	(1.6)	26.3	7.6	(8.3)	25.0
Workers Compensation Reserve	26.6	0.4	-	27.0	2.0	-	28.6
Total Internally Restricted Cash and Investments	315.4	2.8	(9.5)	308.7	(7.2)	(77.3)	230.9
Total Restricted Cash and Investments	467.9	43.2	(121.5)	389.7	136.1	(303.6)	300.4
Unrestricted Cash and Investments	297.0			364.0			396.0
Total - Cash and Investments	765.0			753.6			696.4

* minor rounding issues may be reflected due to use of \$ Millions scale

Developer Contributions Summary

City of Sydney | Q1 2025/26

\$'000	Opening Balance As at 1 July 2025	Developer Contributions Received			Interest Earned	Amounts Expended	Internal Borrowings (to)/from	Held as Restricted Asset	Cumulative balance of internal borrowings (to)/from
		Cash	Non-Cash Land	Non-Cash Other					
Purpose									
Drainage	12,745	127					(127)	12,745	21,030
Roads								0	
Traffic facilities	913	488				(488)		913	(3,924)
Parking								0	
Open space	12,151	3,195				(3,700)	504	12,151	(31,976)
Community facilities	32	377					(377)	32	14,870
Other								0	
Total S7.11 Under plans	25,842	4,188	0	0	0	(4,188)	0	25,842	0
S7.11 Not under plans								0	
S7.12 Levies		11,016				(11,016)		0	
S7.4 Planning agreements	64,478	500			384	(850)		64,512	
S64 Contributions								0	
Section 7.4 - affordable housing	76,157	3,448				(77,529)		2,076	
Total Developer Contributions	166,477	19,152	0	0	384	(93,582)	0	92,430	0

Notes:

All developer contributions received are summarised above, and distinguished as cash or non cash. Recognition occurs when Council gains control over the asset (cash or non cash).

Developer contributions may only be expended for the purpose for which the contributions were required, however council may apply contributions according to the priorities established in work schedules for the contribution plan.

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

Section 7.12 levies at the City of Sydney are operating in recoupment (i.e. we have already funded and developed the infrastructure projects by the time the developer contribution is received. The City of Sydney operates one section 7.12 plan (Central Sydney Development Contributions Plan 2020).

Contributions for affordable housing are levied and collected through conditions of consent (or occasionally planning agreements), in accordance with the City of Sydney Affordable Housing Program. Contributions received through this program are distributed to community housing providers (CHPs), as detailed in the Affordable Housing Contributions Distribution Plan. The City recognises affordable housing contributions as a liability, pending distribution/s to CHPs.

'Amounts Expended' only includes monetary expenditure.

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

Contingency Report

City of Sydney | Q1 2025/26

\$'000	CEO	General	Capital Works	Total
Adopted budget - contingency	2,000	1,500	8,000	11,500
Less Approved Contingency Allocations:				
Aboriginal and Torres Strait Islander Collaboration Fund Grant - Wyanga Aboriginal Aged Care Program		(100)		(100)
Sutherland Shire Council Animal Shelter - 2024/25 variable amount	(340)			(340)
Allocated:	(340)	(100)	-	(440)
Funds Available:				
Operational	1,660	1,400		
Capital			8,000	
Unallocated contingency	1,660	1,400	8,000	11,060

City of Sydney

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review Statement for City of Sydney for the period to 30 September 2025 indicates that Council's financial position is satisfactory.

The City's restricted funds have been invested in accordance with Council's investment policies and reconciled to the monthly investment report, together with the funds invested and cash at bank.

The date of the last bank reconciliation for the quarter ending 30 September 2025 was Wednesday 1 October 2025.



JEAN-MICHEL CARRIERE

Executive Director Finance and Procurement

Item 6.

Attachment A

2025/26 Investment Policy

Investment Policy

Purpose

The Investment Policy sets out the requirements for the management of the City of Sydney's ("the City's") cash and investment portfolio. The City requires that all investment activities be exercised with the care, diligence and skill of a prudent person, and not for speculative purposes.

The policy sets the framework to:

- safeguard the City's cash and investments portfolio
- achieve appropriate earnings on invested funds
- manage the City's cash resources to ensure sufficient liquidity to meet the City's business objectives over the long, medium and short term.

The policy reinforces the City's ongoing commitment to maintain a conservative portfolio that balances risk and return, an important component of its ongoing prudent financial management practices.

The Investment Strategy supports the policy by defining investment objectives and actions for the coming year.

The City's financial policies are developed to ensure that the City satisfies legislative requirements and follows 'best practice' in its business operations, with due consideration for the effective and efficient management of resources

Scope

This policy applies to all managers and employees who actively manage the City's Cash and Investments or have responsibility for employees who actively manage the City's Cash and Investments.

Definitions

The following definitions illustrate the structure of the City's investment portfolio and the relationship of the terms referred to in this policy:

Term	Meaning
Authorised Deposit-taking Institution (ADI)	An institution that is authorised under Section 9 of the <i>Banking Act 1959</i> to carry on banking business in Australia in accordance with that Act and under the prudential supervision of the Australian Prudential Regulation Authority (APRA).
Amortised Cost	The amount at which the financial asset is measured at initial recognition, plus or minus the cumulative amortisation of any difference between that initial amount and the maturity amount (i.e. discount or premium on acquisition). Any premium or discount on acquisition is amortised on a straight-line basis over the term of the investment. Where no premium or discount applies, amortised cost will reflect both acquisition and maturity amount of the financial asset.
Benchmark rates	Benchmark rates comprise:

Term	Meaning
	- Bloomberg AusBond Bank Bill Index - The Bloomberg AusBond Bank Bill index is a widely used industry benchmark constructed to represent the performance of a passively managed short-term money market portfolio 30 Day Bank Bill Index – The 30 Bank Bill Index is designed to measure the performance of the Australian short-term money market. The index is based on the calculated monthly average of Bank Accepted Bills/Negotiable Certificates of Deposit, as issued by Reserve Bank of Australia (RBA)
Cash	Cash comprises: - cheque and operational accounts - daily call accounts with Authorised Deposit-taking Institutions (ADIs). Cash assets typically have a maturity term at the time of placement of being immediately available or available within 24 hours. Cash assets are closely linked with investments but do not constitute investments. Cash is used to meet immediate operational cash needs.
Credit Ratings	Credit rating agencies (see below) assign letters to represent the risk of default and financial viability of the debt issuer, based on quantitative, qualitative, and contextual analyses.
Credit Rating Agencies (CRAs)	Credit rating agencies (CRAs) evaluate and rate the creditworthiness of debt securities and their issuers, including companies and countries. These agencies assign credit risk ratings to such entities based on quantitative and qualitative analyses. Ratings show the likelihood of a borrower to default or repay a loan with interest. Three agencies, Standard & Poor's, Moody's, and Fitch, control nearly the entire credit rating market.
Employees	For the purposes of this policy, all City of Sydney permanent (full-time and part-time), temporary and casual employees, together with agency contractors (labour hire), work experience students, apprentices and volunteers.
Grandfathered investments	Grandfathered investments are a part of total investments and comprise: - investments where additional investment activity is prohibited by regulation; or - other investments over which additional investment activity is temporarily prohibited due to unintentional breaches of investment thresholds and limitations arising from changes in the portfolio subsequent to the acquisition of the affected investment/s.
Investments	Investments comprise: term/tailored deposits (terminology varies by

Term	Meaning
	institution) bonds with an active secondary market with government (including NSW T-Corp and other government treasury bodies) and Authorised Deposit-taking Institutions (ADIs). Investment assets have maturities at the time of placement of 30 days or more
Investment Periods	<i>Short-term</i>: those investments with less than 12 months to maturity date <i>Long-term</i>: those investments with greater than 12 months to maturity date
Impairment	The impairment of an investment represents the amount of the original cost of the investment that is not expected to be recovered at the investment's maturity date due to current adverse economic or investment conditions that impact on the investment's financial performance.
Cash and cash equivalents	Investment assets that have a maturity date of 90 days or less at the time of acquisition, including: - cash - call accounts - term/tailored deposits - bonds with an active secondary market.
Investments	Investment assets that have a maturity date of greater than 90 days at time of acquisition, including: term/tailored deposits bonds with an active secondary market with government (including NSW T-Corp and other government treasury bodies) and Authorised Deposit-taking Institutions (ADIs).

Policy Statement

The City's investment objective is to ensure funds that are surplus to the City's immediate requirements are invested within acceptable risk parameters to optimise interest income while ensuring the security of these funds and maintaining adequate liquidity to meet the City's operational requirements.

Legislative authority for investments

All investments are to be made in accordance with:

- Australian Accounting Standards
- Office of Local Government Investment Circulars
- Office of Local Government Investment Policy Guidelines
- Local Government (General) Regulation 2021 – Clause 212
- Local Government Act 1993 (particularly section 625)
- Local Government Code of Accounting Practice & Financial Reporting
- Minister's Investment Order (gazetted)
- Trustee Act 1925 (NSW) (particularly sections 14A(2), 14C(1) and (2))

Investment governance and responsibilities

The following internal control practices are in place to ensure adequate governance and allow transparent and clear performance measurement for the management of the City's cash and investment portfolio:

- financial planning and cash-flow management
- delegated authorities and investment responsibilities
- classification of financial instruments and measurement of investment performance
- performance benchmarks
- investment criteria
- reporting and review
- audit oversight – internal/external

These internal control practices are explained in more detail below

Financial planning and cash-flow management

Funds that are surplus to the City's immediate cash requirements will be managed in accordance with the long, medium and short-term financial cash requirements of the City. Long term financial plans are developed to ensure the long-term financial sustainability of the City. These plans will incorporate forecasts of cash inflows and outflows to:

- estimate cash surpluses and shortages in future periods
- identify the longer- and medium-term investment horizon for surplus funds.

Shorter term financial plans are used to predict funds availability and monitor the City's cash management needs throughout the year. These cash flow models are monitored daily and monthly to facilitate informed investment decisions and to ensure that sufficient liquidity exists to satisfy City's financial commitments.

Delegated authorities and investment responsibilities

Delegations

Authority for the implementation of the Investment Policy is delegated by Council to the Chief Executive Officer in accordance with the *Local Government Act 1993*.

The Chief Executive Officer has also delegated authority to invest surplus funds to the following positions:

- Chief Operating Officer (COO)
- Executive Director Finance & Procurement~~Chief Financial Officer (CFO)~~
- other senior financial officers who have the requisite skills to undertake investment functions (as per the Delegations Register).

Officers with delegated authority are required to acknowledge they have received a copy of this policy and understand their obligations in this role.

Investments

The City's Financial Planning and Reporting unit prepares investment recommendations in accordance with this policy and the Investment Strategy. To achieve the best value for the City's investments, recommendations will consider:

- credit risk
- forecast cash requirements
- alternative investments with comparable risk

- liquidity and maturity profiles

A minimum of two price quotations of like or similar investments must be obtained for the acquisition of all market investments in order to verify the fairness of the purchase price. Two authorised signatories, with appropriate delegation limits, must approve each investment recommendation. Recommendations must be retained on file as a permanent record.

Any single investment exceeding \$5M, or investments with maturity terms (or initial call dates) that exceed 5 years, require approval by any two of the CEO, COO, Executive Director Finance & Procurement~~CFO~~, Financial Planning and Reporting Manager or Business Planning and Performance Manager. Where a recommendation consists of multiple investments, the amount and maturity of each investment must be considered separately.

Cash

The City retains funds for daily operational payment needs in a combination of a corporate cheque account and/or daily call account/s. Transfers between these accounts are undertaken in order to ensure the cheque account has the appropriate level of funds to fulfil immediate payment obligations of the City and such transfers therefore do not constitute investments in the context of this Policy.

Delegated authority to enable transfers of call funds between the operational and call accounts is as follows:

The Chief Executive Officer has delegated authority to transfer call funds as follows:

- Chief Operating Officer (COO)
- Executive Director Finance & Procurement~~Chief Financial Officer (CFO)~~
- other senior financial officers who have the requisite skills to undertake investment functions (as per the Delegations Register).

Two authorised signatories, with appropriate delegation limits, must approve each call funds transfer recommendation. Recommendations must be retained on file as a permanent record.

Any single transfer of call funds exceeding \$10M requires approval by any two of the CEO, COO, Executive Director Finance & Procurement~~CFO~~, Financial Planning and Reporting Manager or Business Planning and Performance Manager.

Conflict of interest

Officers shall not engage in activities that conflict with the proper execution and management of the City's investment portfolio. Any potential conflicts of interest should be appropriately disclosed in accordance with Council's Code of Conduct.

Classification of financial instruments and measurement of investment performance

At the City, the primary objective in the purchase of financial investments is to collect contractual cashflows (i.e. interest revenue) over the life of the investment, and redeem the principal sum at maturity, rather than to regularly trade to make a profit. This constitutes a 'Held-to-Maturity business model'; one of three options described under AASB 9 – Financial Instruments. Under AASB 9, the classification and measurement of financial instruments is determined by an entity's business model.

Based upon the 'Held-to-Maturity' Model, all investments held by the City are carried at Amortised Cost. This classification requires any discounts or premiums paid on acquisition of investments to be amortised on a straight-line basis until the investment matures. Note that discounts or premiums on acquisition are only applicable to Floating Rate Note products, and have not historically been common for the City.

Since AASB 9 replaced previous applicable standard AASB 139, periodic adjustments to 'Fair Value' are not required; valuations will still be received on a quarterly basis from investment advisors, but book values will not be adjusted. This approach is more reflective of the City's historical strategy of holding investments to maturity. Any temporary gains or losses on investment values have traditionally not been realised, and investment values have returned to face value at the time of maturity.

The limited investment types permitted under the Ministerial Investment Order are not typically considered to be susceptible to default. In the unlikely event of a financial institution default on an investment held by the City, an impairment entry shall be recognised, to reflect any reduction in expected recoverable amount of the investment. Performance benchmarks Investment performance will be measured monthly against the chosen benchmarks in relation to both current month and 12-month rolling returns.

The City uses independently determined benchmarks. Where the City changes independently determined benchmarks, monthly reports for the month of change and the next five months thereafter shall contain reporting of investment returns against benchmark for both the following:

- the benchmark that is being replaced, and
- the new benchmark backdated on a twelve month basis

The City currently uses two performance benchmarks:

- Bloomberg AusBond Bank Bill Index – provides a common benchmark against other councils so that the City's investment performance can be compared on an industry basis and against other portfolios with similar or different risk and reward profiles

30 day Bank Bill Rate (sourced from the RBA) – provides a fair indicator of the risk free rate of return so that Council can understand the return that has been earned from diversifying its investment portfolio and accepting conservative levels of risk.

Investment criteria

This section sets out the criteria for investments to be considered for inclusion within the City's portfolio. In particular, it defines the mandatory investment criteria which all investments must satisfy.

Current investment regulations require councils to invest in NSW Treasury Corporation (NSW TCorp), or securities issued by or guaranteed by the Commonwealth, any state of the Commonwealth or a Territory. Investments are also permitted with Approved Deposit-taking Institutions (ADI) such as Australian banks or branches of foreign owned banks, credit unions and/or building societies as it acknowledges the additional assurance that arises from their regulation by the Australian Prudential Regulation Authority (APRA).

Mandatory Criteria**Scope**

Investments must comply with the legislative authorities as described in the Legislative Authority for Investments section of this policy.

Currency

Investments must be denominated in Australian Dollars.

Ownership

Investments must be held in the City of Sydney's name.

Term / Maturity

The term to maturity of investments may not exceed a period of ten (10) years

Credit rating

The following credit rating criteria apply to City investments:

- Investments must have a credit rating. The credit rating structure of the total portfolio must comply with the following table:

Thresholds – Portfolio Percentage Limits		
Credit rating / Organisation	Direct investment products (as a % of Total Portfolio)	Exposure to a single institution (as a % of Total Portfolio)
AAA to AA-	100%	33 ⅓ %
ADIs within either the ANZ, Commonwealth Bank, NAB or Westpac Banking Groups ('Big Four')	100%	33 ⅓ %
A+ to A	60%	Maximum is the lesser of \$100M or 5% of Net Equity as per the latest published annual financial statements
A- to BBB+	25%	Maximum is the lesser of \$75M or 5% of Net Equity as per the latest published annual financial statements
BBB to BBB-	10%	Maximum is the lesser \$10M or 10% of the total portfolio

- The above table reflects the long-term credit rating scale of S&P, which is the primary rating scale used by the City. Credit risk investment parameters are based on credit rating bands as published by the credit rating agencies (e.g. S&P, Moody's and Fitch). If an investment is rated by more than one ratings agency, the credit rating to be used will be based on the order of S&P, Moody's and then Fitch.

- Credit ratings apply to both products and institutions. However, this policy requires the rating applicable to the institution responsible for the product (e.g. guarantor) to be taken as the relevant rating given this represents the underlying risk to the City. Where there is a disparity between the credit rating of the institution and an individual investment product, the lower of the two ratings is adopted in applying the requirements of this Policy.
- Credit ratings must be monitored regularly by Finance and Procurement~~Office of the CFO Division~~ staff to ensure ongoing compliance. Investments with credit ratings downgraded to an extent that they no longer comply will be divested as soon as practicable, in accordance with the grandfathering provisions of this policy.
- Where the principal amount and accrued interest of any investment with a financial institution are directly guaranteed by the Australian Federal Government for full repayment, the parameters in the table above may be exceeded as follows:
 - exposure to single institutions may exceed the stated limits provided that the excess amount comprises only guaranteed investments
 - exposure of the total portfolio to credit ratings lower than AA~~+~~A may be exceeded, provided that the excess amount comprises only guaranteed investments. As a result, investments directly guaranteed by the Australian Federal Government may comprise the total investment portfolio. Management should ensure that any excess of investments over the parameters specified in the table above that is comprised of Australian Federal Government guaranteed investments can be managed back to within the specified parameter levels prior to the expiration of any such guarantee.

Portfolio liquidity parameters

The portfolio liquidity parameters specify the maximum and minimum amounts or percentages of the City's total investment portfolio that can be held within the various investment maturity bands.

Minimum thresholds are set to ensure adequate liquidity in earlier maturity bands before funds are committed to longer term investments. The minimum thresholds are obviously higher in the shorter term where liquidity is of greater priority. The cumulative nature of the minimum threshold limits inherently generates corresponding maximum thresholds; that is, maximum amounts that can be invested in each maturity band while remaining compliant with the minimum threshold limits. The liquidity / maturity profile of the total portfolio must comply with the parameters shown in the tables below:

	1 month	up to 12 months	up to 3 Years	up to 5 Years	up to and greater than 5 Years
Cumulative Minimum % of Total Portfolio	10% or \$50M (greater of)	40%	55%	90%	100%

The following example illustrates the effect of the minimum threshold for a \$700M investment portfolio size:

Terms (time to maturity)	Parameter (minimum % cumulative)	Minimum Amount by category (Cumulative)	Maximum Amount by category
1 month	10%	70,000,000	700,000,000
Up to 12 months	40%	280,000,000	630,000,000
Up to 3 Years	55%	385,000,000	420,000,000
Up to 5 Years	90%	630,000,000	315,000,000
Up to and greater than 5 Years	100%	700,000,000	70,000,000

The following example demonstrates the relationship of the maximum and cumulative minimum thresholds. Before an investment can be considered for a particular maturity band, firstly the total portfolio must comply with the cumulative minimum thresholds and secondly, the investment should then not cause the maximum thresholds to be exceeded.

Example: an investment of 2 years duration is being considered. The following thresholds must be complied with:

- First, at least 40% (or \$280M) of the total portfolio must have a maturity date of 12 months or less and 10% of the portfolio, in this case \$70M, must have a maturity date of less than 1 month.
- Secondly, once the investment is added to the portfolio, the total amount of investments maturing between 1 to 3 years must not exceed 60% of the total portfolio (i.e. \$420M).

The cumulative thresholds are primarily aimed at ensuring minimum liquidity requirements are always met while allowing an appropriate spread of investment maturity dates across the portfolio. Accordingly, if investment holdings of shorter-term investments exceed a minimum threshold for a maturity band, the excess may also be applied to the succeeding maturity band/s. For the example portfolio of \$700M above, if 40% of the portfolio (\$280M) or more has a maturity date of less than one month, the threshold level for investments of up to 12 months has also been met, and investments of greater than 12 months can be considered. Upon reinvestment, consideration must be given to ensuring that the minimum thresholds of the respective maturity bands are maintained as shorter-term investments mature.

The minimum requirement for very short term (30 days) access to investments is set at the greater of \$50M or 10% of the portfolio balance to ensure adequate liquidity to meet the City's working capital requirements.

The City may utilise pre-approved overdraft facilities to manage short-term liquidity shortfalls where it is both prudent and financially advantageous. It is anticipated that this facility would be utilised to avoid penalties arising from early redemption of term deposits or where favourable investments arise a day or two ahead of the maturity dates of existing investments that are earmarked for future investment. Overdrafts should be limited to no more than \$10M and for a duration of no more than 2 weeks.

Breaches of criteria

Procedures for dealing with unavoidable breaches of any thresholds are contained in the next section on grandfathering of investments.

Grandfathering of Investments

This policy imposes limits and thresholds in relation to the acquisition and holding of investments. However, situations may occur where inadvertent breaches of these limitations or thresholds arise, other than from the acquisition of investments. For example:

- amendments to regulatory directives or legislation
- changes in the total value or amount of the City's investment portfolio which consequently changes any of the threshold limits so that they no longer meet the portfolio liquidity parameters.

Breach as a result of regulatory change

When limitations or thresholds are breached due to amendments to regulatory directives or legislation, the investment portfolio must be managed in accordance with the respective amendments. Where the amendments enable retention and grandfathering of existing investments, the City may continue to actively manage those investments within the portfolio in accordance with all other regulations and policies applicable to such investments. This includes a strategy of holding or divesting such investments in accordance with regular investment considerations.

Breach in order to meet operational requirements

Where the limitation or threshold is breached for a one-month period, in situations where short term cash is needed for urgent operational use, the breach would be authorised and no further investing activities will be made beyond 30 days.

Breach as a result of change in total investment portfolio

Where limitations or thresholds are breached due to a change in the overall size of the total investment portfolio, the following process will apply:

- An immediate freeze is imposed on the acquisition of new investments in greater than relevant category until the portfolio can be effectively managed back to accord with the requirements of this policy;
- The relevant category of investments must be managed back in accord with the policy limits within a period that takes into account any adversity created by market liquidity, current valuations of these investments and the risks of default.

The immediate forced sale of the investments in breach of the limits or thresholds will not be required.

Reporting and Review

The City will maintain a separate record of money it has invested under section 625 of the *Local Government Act 1993*, in accordance with the criteria defined by the *Local Government Code of Accounting Practice and Financial Reporting*.

Pursuant to the *Local Government (General) Regulation 2021* (clause 212), the City will provide a monthly report to Council on investments. The monthly report to Council will include:

- the total value of the portfolio
- a complete schedule of all investments within the total portfolio
- full disclosure of all investments by type, current credit rating and face value
- net investment income for the month (actual against budget)
- the weighted average investment returns for the current month and the last 12 months rolling period (actual against benchmark)
- informative commentary on portfolio compliance and performance, current economic investment environment, and any change to current strategy
- assurance that investments accord with the Act, regulations and Council's investment policy and strategy
- analysis of the portfolio's liquidity (maturity) profile
- analysis of the portfolio's risk profile (credit ratings)
- analysis of the portfolio's product diversification (investment types)
- cumulative performance over Bloomberg AusBond Bank Bill Index and 30 day Bank Bill Rate

In accordance with the Local Government Code of Accounting Practice & Financial Reporting, the City will undertake an annual review of its Investment Policy and Investment Strategy.

If there are any significant changes to the Act, regulations, issued guidelines, or if the market changes to a degree that warrants an earlier examination, the Policy and/or Strategy will be reviewed and brought back to Council for its consideration.

Evaluation

The policy is evaluated through the measured results incorporated in monthly reporting of investment performance to Council.

Audit Oversight

The City's external auditors will review City's investments as part of the Annual Financial Reports. This may include seeking independent certification from the relevant financial institutions (banks, fund managers, etc.) to confirm the balance of investments held on the City's behalf at the end of the financial year, and testing the adequacy of internal control procedures.

The City's Internal Audit unit will also periodically review the adequacy of the Investment Policy, Strategy and management's internal controls as part of its audit review program.

Investment Strategy

The City will prepare an annual Investment Strategy to guide the management of its surplus cash and investments within the requirements of this policy.

The Investment Strategy will document all key objectives relating to management of cash and investment assets over the short to medium term in the context of prevailing market conditions at the time. The strategy will:

- consider the City's current investment portfolio, its financial position and financial commitments, current legislative constraints and the global investment environment
- specify our investment goals and targets for the forthcoming year.

Mandatory components of the City's Investment Strategy will comprise the management of the following aspects of the investment portfolio:

- risk profile
- liquidity/maturity
- return/income

environmentally and socially responsible investments Requirements in respect of each component are detailed below.

Risk Profile

The 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.

- We acknowledge that some financial risks may be necessary to achieve our goals, particularly when investing in new initiatives that align with our strategic objectives. We carefully evaluate financial options and risks and consider the potential impact on our financial position, cash flow, and overall stability.
- We assess our capacity to absorb financial losses and maintain sufficient financial resources to mitigate the impact of most unexpected events.
- We have minimal appetite for operating deficits as our operating surpluses are the primary source of funds to renew our assets and our capital works program.
- We are committed to complying with all applicable laws, regulations and financial reporting standards.
- We have no appetite for financial losses arising from non-compliance with legal and regulatory requirements.
- We have no appetite for fraudulent or corrupt financial transactions

The City's risk profile in relation to investing surplus funds is prudent, conservative and risk averse. The profile will be achieved by effectively managing within the investment portfolio:

- the *diversity* of the investments
- the *creditworthiness* of the investments

Diversity is achieved by placing limits on the maximum exposure the City may have to individual:

- funds or financial institutions
- credit rating bands.

Creditworthiness of investments is primarily determined using long term industry standard credit ratings by Standard & Poors (S&P), Moody's or Fitch. The City will not invest in non-rated institutions.

Liquidity/Maturity

The cash requirements of the City will be satisfied by monitoring and structuring the total maturity profile of the investment portfolio in accordance with the Investment Policy.

Return/Income

Investment returns are closely correlated to the risk profile of the underlying investments. Appropriate benchmark rates of return will be set in relation to the risk profile and returns will be required to meet or exceed benchmark rates.

Environmentally and socially responsible investments

Subject to compliance with legislation and investment policy objectives and parameters, the City preferences investment securities and financial institutions that meet our socially responsible investments (SRI) criteria. SRI status may be in respect of the individual investment, the issuer of the investment, or both and should be endorsed by an accredited environmentally and socially responsible industry body or institution.

Environmentally and Socially Responsible Investments will be assessed on the same basis as other investment opportunities and the City will select the investment that best meets its overall investment selection criteria.

The City’s criteria relating to an SRI are those which:

- direct investment towards the socially and environmentally **productive** activities listed below
- avoid investment in the socially and environmentally **harmful** activities listed below.

The criteria for SRI are all preferred and not mandatory requirements.

Environmentally **productive** activities are considered to be:

- resource efficiency-especially water and energy
- renewable energy
- production of environmentally friendly products
- recycling, and waste ~~and~~ and emissions reduction

Socially **productive** activities are considered to be:

- fair trade and provision of a living wage
- human health and aged care
- equal opportunity employers, and those that support the values of communities, indigenous peoples and minorities
- provision of housing, especially affordable or social housing

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

The City will continue to advocate for the further development of SRI options through engagement with financial institutions.

References

Laws and Standards
• Australian Accounting Standards
• Office of Local Government – Local Government Code of Accounting Practice & Financial Reporting
• Office of Local Government Circulars
• Office of Local Government Investment Policy Guidelines

Laws and Standards
• Local Government (General) Regulation 2021
• Local Government Act 1993
• Minister's Investment Order (gazetted)
• Trustee Act 1925 (NSW)

Policies and Procedures
• Code of Conduct
• Disciplinary Policy & Procedures
• Internal Reporting Policy – Corrupt Conduct and Serious Wrongdoing
• Investment Strategy

Review period

This policy will be reviewed every year.

Approval Status

The Council approved this policy on.

Approval History

Stage	Date	Comment	TRIM Reference
Original Policy	29 October 2018	Approved by Council	2019/018769
Reviewed	28 October 2019	Approved by Council	2019/604444, 2019/018769 (pdf)
Reviewed	26 October 2020	Approved by Council	2020/483244
Reviewed	18 October 2021	Approved by Council	2020/483244
Reviewed	31 October 2022	Approved by Council	2020/483244
Reviewed	23 October 2023	Approved by Council	2020/483244
<u>Approval Due Date Reviewed</u>	<u>25 November 2024</u> 25 November 2024	<u>Approved by Council</u>	<u>2020/483244</u>
<u>Approval Due Date</u>			

Ownership and approval

Responsibility	Role
Author	Financial Planning and Reporting Manager
Owner	Chief Financial Officer Executive Director Finance and Procurement
Endorser	City of Sydney Executive
Approver	City of Sydney Council/ Chief Executive Officer (Delete as appropriate)

Item 7.

Post Exhibition – Naming Proposal – Daranggara Park, Camperdown

File No: X116933.029

Summary

A small park was established at 19-25 Lyons Road, Camperdown in 2012 (bounded by Lyons Road, Lambert and Purkis streets) and requires naming.

Indigenous consultancy Murawin was engaged to research naming options and suggested “Daranggara Park”. Daranggara (pronounced durran-garrah) is the word for cabbage tree palm in the local Gadigal language. This name references planting currently in the park and endemic to the area.

The City of Sydney is committed to recognising Aboriginal and Torres Strait Islander cultural heritage and history in the public domain. Principle 4 of the City of Sydney naming policy states that new names using local Aboriginal language are encouraged, especially for parks and open spaces, and shall be in the local Gadigal language.

This report recommends that Council provide in-principle approval to name this park: “Daranggara Park”, enabling an application to be made to the Geographical Names Board for the naming of the park.

The proposed name complies with the City of Sydney naming policy.

Recommendation

It is resolved that:

- (A) Council approve the adoption of the name "Daranggara Park" for the park identified in Attachment A to the subject report; and
- (B) an application be made to the Geographical Names Board for the naming of the place as approved in (A), in accordance with the Geographical Names Act 1996.

Attachments

Attachment A. Map Showing Location of the Park

Attachment B. Community Engagement Report

Background

1. A small park was established in 2012, at 19-25 Lyons Road, Camperdown (bounded by Lyons Road, Lambert and Purkis streets) and requires naming.
2. The park has been recently redesigned, with advice from Indigenous consultancy, Murawin, to include native plantings, a playground, a fitness area and multiple seating areas.
3. Indigenous consultancy, Murawin, was engaged by Jane Irwin Landscape Architecture on behalf of the City to research naming options.
4. Murawin suggested 4 possible names and “Daranggara” was selected by the Naming Proposal Working Group.
5. “Daranggara” is the word for cabbage tree palm in the Gadigal language. This name references these hardy, resilient plants that are planted currently in the park and endemic to the area.
6. In the naming justification Murawin wrote: “These plantings help us Connect with this Country.”
7. The word “Daranggara” is from the local Gadigal language, documented in Jakelin Troy’s book *The Sydney Language*.
8. The proposed name complies with the City of Sydney naming policy. Specifically:
 - Principle 2: Uniqueness - duplication is avoided with other existing names in a 10-kilometre radius.
 - Principle 3: This name acknowledges the multicultural nature of our society. Inclusiveness and addressing the imbalance of previous approaches are significant priorities for new names.
 - Principle 4: New names using local Aboriginal language are encouraged, especially for parks and open spaces, and shall be in the local Gadigal language.
 - Principle 6: Local or Cultural Relevance - the name has local relevance, reflecting the heritage and history of the local landscape and its plants.
9. On 13 November 2024 the name was presented to the City’s Aboriginal and Torres Strait Islander Advisory Panel and they were supportive of the name.
10. On 15 November 2024 the name was approved by the Metropolitan Local Aboriginal Land Council.
11. Naming this park is important for wayfinding and access for emergency vehicles.
12. Community consultation was held between 14 July and 1 August 2025.
13. We received a total of 6 submissions during the consultation. 3 submissions were in favour of the name and 3 opposed the name.
14. The Sydney Your Say page was visited 136 times during the public exhibition period.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

15. Sustainable Sydney 2030-2050 Continuing the Vision renews the communities' vision for the sustainable development of the city to 2050. It includes 10 strategic directions to guide the future of the city, as well as 10 targets against which to measure progress. This report is aligned with the following strategic directions and objectives:
- (a) Direction 1 - Responsible governance and stewardship - formally naming the park will ensure its gazettal and recognition with the NSW Geographical Names Board.
 - (b) Direction 5 - A city for walking, cycling and public transport - formally naming the park will assist in wayfinding.
 - (c) Direction 8 - A thriving cultural life - supports recognition of Aboriginal and Torres Strait Islander cultural heritage and history in public spaces and streets.

Organisational Impact

16. Naming the park will have minimal organisational impact. Signage will be installed once the name is gazetted.

Risks

13. There are no identified risks associated with the naming proposal.
14. This naming proposal is within the City's risk appetite:
- (a) it helps to ensure public safety and meet community expectations by assisting with wayfinding, consistent with the City's encouragement of public spaces that prioritise health and safety, foster wellbeing and comply with applicable legislative and regulatory requirements.
 - (b) it ensures we comply with our legal and regulatory requirements.
 - (c) it supports the achievement of our strategic objectives.

Social / Cultural / Community

17. The name has local relevance, reflecting the heritage and history of people, events, and the community.

Financial Implications

18. There are sufficient funds available in the 2025/26 operational budget for the installation of the park signage.

Relevant Legislation

19. The Geographic Names Act 1966 (NSW) and Geographical Names Board Guidelines. The recommended name complies with this legislation and meets the Geographical Names Board Guidelines.

Critical Dates / Time Frames

20. Should Council approve the name, a formal naming application will be submitted to the Geographical Names Board for consideration.

Public Consultation

21. Community consultation was held between 14 July and 11 August 2025.
22. The Sydney Your Say web page provided details of the park location, background for the origins of the name and a guide to pronunciation. A link to an online survey provided people with the opportunity to give their feedback. The page received 136 views during the consultation period.
23. On-street signage was erected around the park and a notification letter was delivered to 723 local residents and businesses (75-metre radius from the plaza).
24. We received a total of 6 submissions during the consultation. Three submissions were in favour of the name and 3 opposed the name.
25. Reasons given in support of the proposed name were:
 - (a) Supports recognition of traditional owners (1 comment)
 - (b) Supports recognition of Indigenous history and continued presence through place naming using Indigenous language (1 comment)
 - (c) Supports Indigenous language for place names (1 comment).
26. Reasons given in opposition to the name were:
 - (a) Objection to 'virtue signalling' and names should reflect the wishes of local residents (1 comment)
 - (b) Name lacks genuine cultural connection. Aboriginal language does not help generate recognition of the park or its location. Naming should recognise the cultural contribution of other groups who live and work in the area (1 comment)
 - (c) Place names should be in English (1 comment).

27. More information about the community engagement can be found at Attachment B - Community Engagement Report.
28. If Council approves the name, an application will be made to the Geographical Names Board for gazettal. As part of this process the Geographical Names Board may also notify the public through their website as part of their routine procedure for the naming of open spaces. If objections are raised, the proposal is returned to Council for further comment or amendment if required.

KATE DEACON

Executive Director Strategic Development and Engagement

Gareth Jenkins, Senior Community Engagement Coordinator

Attachment A

Map Showing Location of the Park



Attachment B

Community Engagement Report

Engagement report – Daranggara Park



Contents

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Overview

Project Background



Location of park

A small park was established in 2012 at 19–25 Lyons Road, Camperdown, bounded by Lyons Road and Lambert and Purkis streets.

The park was recently redesigned, with advice from an Indigenous consultancy, to include native plantings, a playground, a fitness area and multiple seating areas.

Naming this park is important for wayfinding and access for emergency vehicles.

Daranggara is the word for cabbage tree palm in the Sydney Aboriginal language. The word is pronounced durran-garrah. This name references the hardy, resilient plants that are now planted in the park and endemic to the area.

This proposal recognises local Aboriginal cultural heritage through naming and related interpretive signs.

Council resolved at its meeting on 17 March 2025 to seek community feedback on the proposed name. This is the first step in officially naming the park.

Purpose of engagement

To notify the community of the proposal to name this open space Daranggara Park and to gather feedback to determine community sentiment towards this proposal through multiple channels: online, onsite notices and physical letters.

Engagement findings summary

Overall sentiment

Sentiment towards the proposed name was evenly split with 3 submissions in favour and 3 against.

Outcomes of engagement

We received a total of **6 submissions** during the consultation.

The Sydney Your Say page was visited 136 times during the public exhibition period.

Quantity	Description of activity
6	Total submissions received
4	Survey submissions
2	Written submissions received via emailed
136	Sydney Your Say webpage visits
12	Document downloads

Demographic Data

Demographic data was captured from 4 of the consultation respondents.

Age

1 respondent was in the age range of 18 to 34, 1 was between the ages 45 and 54 and 2 were older than 65 years.

Gender

2 participants were men, 1 was a women and 1 preferred not to say.

Relationship to the area

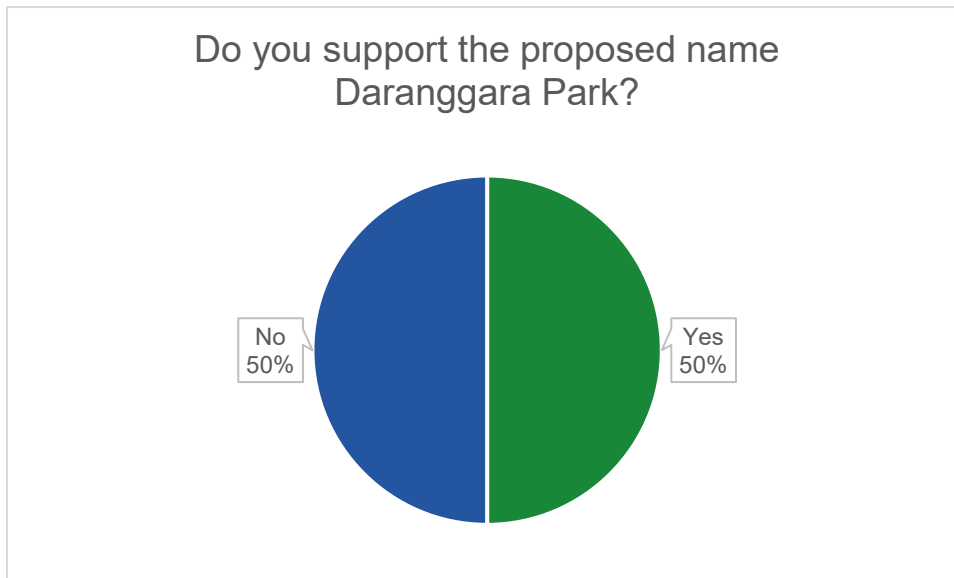
All 4 of these respondents live and own property in the area. 3 also work in the area.

Key findings

Overall sentiment

Sentiment towards the proposed name was evenly split.

Overall, 3 submissions (50%) supported the proposed name and 3 submissions (50%) did not support it.



Why people support or did not support the proposed name

People were given the option to comment on why they supported or did not support the proposed name. People often mentioned more than one reason.

The most common reasons given in support of the proposed name were:

- Support recognition of traditional owners (1 comment)
- Support recognition of Indigenous history and continued presence through place naming using Indigenous language (1 comment)
- Support Indigenous language for place names (1 comment)

The most common reasons given in opposition to the name were:

- Objection to 'virtue signalling' and names should reflect the wishes of local residents (1 comment)
- Name lacks genuine cultural connection. Aboriginal language does not help generate recognition of the park or its location. Naming should recognise the cultural contribution of other groups who live and work in the area. (1 comment)
- Place names should be in English (1 comment)

Appendices

Appendix A: Communications overview

The following is a snapshot of outcomes of communications activities undertaken to support the consultation. Activities reached a range of audience segments via City of Sydney channels.

Activity	Outcome
Sydney Your Say webpage	136 views
City of Sydney letter	Delivered to 723 local residents and businesses on 15 July (75-meter radius from the park).
On-street signage	On-street signage was erected in 3 locations around the park.
Sydney Your Say e-news	Consultation was included in the Sydney Your Say e-newsletter on 15 July sent to 5003 subscribers and on 5 August sent to 4981 subscribers.
Cos News story	The proposed naming of Daranggara Park was featured in City of Sydney News article 'New Aboriginal names for city spots', 29 July, 2025.

Appendix B: Communications activities

Sydney Your Say web page:

The screenshot shows a blue header with the text 'Public notices' in white. Below this, the main title 'Your say on the proposed name Daranggara Park' is displayed in large white font. A subtitle reads 'We're proposing to name a small park in Camperdown, Daranggara Park.' A green button labeled 'Camperdown' is visible. A dark blue box contains the text 'Under review' with a magnifying glass icon, followed by 'Contributions to this consultation are closed for evaluation and review. The project team will report back on key outcomes.' At the bottom of this box, it states 'PUBLIC CONSULTATION PERIOD 14 July 2025 to 11 August 2025'.

Why we're doing this

A small park was established in 2012 at 19–25 Lyons Road, Camperdown, bounded by Lyons Road and Lambert and Purkis streets.

The park was recently redesigned, with advice from an Indigenous consultancy, to include native plantings, a playground, a fitness area and multiple seating areas.

Naming this park is important for wayfinding and access for emergency vehicles.

Gareth Jenkins

SENIOR COMMUNITY ENGAGEMENT
COORDINATOR – CITY ENGAGEMENT

📞 [02 9265 9333](tel:0292659333)

✉️ sydneyyoursay@cityofsydney...

[COPY EMAIL ADDRESS](#)

What we're doing

Daranggara is the word for cabbage tree palm in the Sydney Aboriginal language. The word is pronounced durrangarra. This name references the hardy, resilient plants that are now planted in the park and endemic to the area.

This proposal recognises local Aboriginal cultural heritage through naming and related interpretive signs.

Council resolved at its meeting on 17 March 2025 to seek community feedback on the proposed name. This is the first step in officially naming the park.

Web page continued:

 **Location map** 

PDF - 110.52 KB - Last modified 14 July 2025

Next steps

We will report the results of this consultation to Council for consideration.

How you can give feedback

Consultation closes at 5pm on Monday 11 August 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:

Gareth Jenkins
Senior Community Engagement Coordinator
City of Sydney
456 Kent Street
Sydney NSW 2000

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



Sydney Your Say E-newsletter

The naming proposal was featured in the Sydney Your Say e-newsletter in July and August 2025.



Photo: Trevor Mein / City of Sydney

Naming proposals open for feedback

We invite your comments on a proposal to name [a small park in Camperdown, Daranggara Park](#), a [new road in Alexandria, Wiriyan Place](#) and the [public space at 180 George Street, Ngana gili Plaza](#).

Read the proposals and give feedback by Monday 11 August.

[Read more](#)

On-site signage was displayed in the park



Consultation Letter

A letter from the Executive Director, Strategic Development and Engagement was delivered to 723 local residents and businesses on 15 July.



City of Sydney
Gadigal Country
456 Kent Street
Sydney NSW 2000

+61 2 9265 9333
council@cityofsydney.nsw.gov.au
GPO Box 1591 Sydney NSW 2001
cityofsydney.nsw.gov.au

14 July 2025
Our Ref: X116933.029
File No: 2025/391985

Your say on naming Daranggara Park, Camperdown

We invite your feedback on our proposal to name a new park in Camperdown, Daranggara Park.

A small park was established in 2012 at 19–25 Lyons Road, Camperdown, bounded by Lyons Road and Lambert and Purkis streets.

The park was recently redesigned, with advice from an Indigenous consultancy to include native plantings, a playground, a fitness area and multiple seating areas.

Naming this park is important for wayfinding and access for emergency vehicles.

Daranggara is the word for cabbage tree palm in the Sydney Aboriginal language. The word is pronounced durran-garrah. This name references the hardy, resilient plants that are now planted in the park and endemic to the area.

This proposal recognises local Aboriginal cultural heritage through naming and related interpretive signs.

Council resolved at its meeting on 17 March 2025 to seek community feedback on the proposed name. This is the first step in officially naming the park.

Next steps

We will report the results of this consultation to Council for consideration.

You can provide your feedback and find more information about the proposal at sydneyyoursay.com.au

Submissions close at 5pm on Monday 11 August 2025.

You can also email submissions to our senior community engagement coordinator Gareth Jenkins at sydneyyoursay@cityofsydney.nsw.gov.au or call 02 9265 9333.

Yours sincerely

A handwritten signature in dark ink, appearing to read "Kate Deacon", with a horizontal line extending to the right.

Kate Deacon
Executive Director - Strategic Development & Engagement

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

City of Sydney News Story, 29 July

PLANNING FOR THE FUTURE

New Aboriginal names for city spots

Trees and the night sky inspire titles for a local plaza, park and street.



📍 Daranggara Park, Camperdown. Credit: Abril Folman.

Ngana gili Plaza, Sydney

Pronounced nga-nah-gilly. Ng as in sing.

A suspended canopy created by renowned contemporary artist and Kudjia/Gangalu man Daniel Boyd defines the plaza at 180 George Street.

The proposed name for the space, Ngana gili, means 'black light' in the Sydney Aboriginal language.

It references astronomy and the movement of the sun and moonlight seen through the circles cut out of the artwork's black canopy.

Daranggara Park, Camperdown

Pronounced durran-garrah.

Cabbage tree palms have inspired the name for a redesigned small park on Lyons Road.

Daranggara is the Sydney Aboriginal word for these hardy local trees planted in the park.

Wiriyagan Place, Alexandria

Pronounced wirr-ie-yay-gan.

Wiriyagan Place is a private road that connects Alexandra Canal depot with Bourke Road.

Wiriyagan is a Sydney Aboriginal language word for a low-growing fruit-bearing tree, either a banksia or melaleuca.

These are resilient plant species common in the local area.

Employees at the depot care for Country, which includes looking after these trees.

Have your say

We're recognising Aboriginal and Torres Strait Islander cultures and heritage in public spaces.

These names are drawn from the Sydney Aboriginal words documented in Jakelin Troy's book [The Sydney Language](#).

We're asking for your feedback on the new names.

[You can provide feedback](#) on the proposal by 5pm, Monday 11 August. Feedback will be reported to Council for consideration later this year.

Published 29 July 2025

More on [Aboriginal and Torres Strait Islander](#)

Item 8.

Post Exhibition – Naming Proposal – Ngana Gili Plaza, Sydney

File No: X116933.030

Summary

The plaza in front of the new Salesforce tower at 180 George Street is defined by the public artwork of Indigenous artist Daniel Boyd. The artwork is a canopy suspended above the plaza. This new plaza requires naming.

Daniel Boyd has suggested the Gadigal language words – “ngana” “gili” to name this plaza. “Ngana gili” (pronounced nga-nah-gilly - note: ‘ng’ is pronounced as in the word sing) translates as “black light”. This name references astronomy and the movement of light and moonlight seen through the circles cut out of the artwork’s black canopy.

The City of Sydney is committed to recognising Aboriginal and Torres Strait Islander cultural heritage and history in the public domain. Principle 4 of the City of Sydney naming policy states that new names using local Aboriginal language are encouraged, especially for parks and open spaces like this plaza, and shall be in the local Gadigal language.

This report recommends that Council provide in-principle approval to name this plaza: “Ngana gili Plaza”, enabling an application to be made to the Geographical Names Board for the naming of the plaza.

The proposed name complies with the City of Sydney naming policy.

Recommendation

It is resolved that:

- (A) Council approve the adoption of the name "Ngana Gili Plaza" for the space identified in Attachment A to the subject report; and
- (B) an application be made to the Geographical Names Board for the naming of the place as approved in (A), in accordance with the Geographical Names Act 1996.

Attachments

Attachment A. Map Showing Location of the Plaza

Attachment B. Community Engagement Report

Background

1. The plaza in front of the new Salesforce tower at 180 George Street is defined by the public artwork of Indigenous artist Daniel Boyd. The artwork is a canopy suspended above the plaza. This new plaza requires naming.
2. Daniel Boyd has suggested the local Aboriginal language words – “ngana” “gili” to name this plaza. “Ngana gili” translates as “black light”. “Ngana” and “gili” are Gadigal words, documented in Jakelin Troy’s book *The Sydney Language*.
3. This name references astronomy and the movement of light and moonlight seen through the circles cut out of the artwork’s black canopy.
4. The proposed name complies with the City of Sydney naming policy. Specifically:
 - Principle 2: Uniqueness - duplication is avoided with other existing names in a 10-kilometre radius.
 - Principle 3: This name acknowledges the multicultural nature of our society. Inclusiveness and addressing the imbalance of previous approaches are significant priorities for new names.
 - Principle 4: New names using local Aboriginal language are encouraged, especially for parks and open spaces like this plaza, and shall be in the local Gadigal language.
 - Principle 6: Local or Cultural Relevance - the name has local relevance, reflecting the meaning behind a significant new Aboriginal artwork and the astronomical ideas that inspired it.
5. On 13 November 2024 the name was presented to the City’s Aboriginal and Torres Strait Islander Advisory Panel and they were supportive of the name.
6. On 15 November 2024 the name was approved by the Metropolitan Local Aboriginal Land Council.
7. Naming this plaza is important for wayfinding and access for emergency vehicles.
8. Community consultation was held between 14 July and 11 August 2025.
9. We received a total of 6 submissions during the consultation. 3 submissions were in favour of the name and 3 opposed the name.
10. The Sydney Your Say page was visited 120 times during the public exhibition period.

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 report is aligned with the following strategic directions and objectives:
 - (a) Direction 1 - Responsible governance and stewardship - formally naming the plaza will ensure its gazettal and recognition with the NSW Geographical Names Board.
 - (b) Direction 5 - A city for walking, cycling and public transport - formally naming the plaza will assist in wayfinding.
 - (c) Direction 8 - A thriving cultural life - supports recognition of Aboriginal and Torres Strait Islander cultural heritage and history in public spaces and streets.

Organisational Impact

12. Naming the plaza will have minimal organisational impact. Signage will be installed once the name is gazetted.

Risks

13. There are no identified risks associated with the naming proposal.
14. This naming proposal is within the City's risk appetite:
 - (a) it helps to ensure public safety and meet community expectations by assisting with wayfinding, consistent with the City's encouragement of public spaces that prioritise health and safety, foster wellbeing and comply with applicable legislative and regulatory requirements.
 - (b) it ensures we comply with our legal and regulatory requirements.
 - (c) it supports the achievement of our strategic objectives.

Social / Cultural / Community

13. The name has local relevance, reflecting the heritage and history of people, events, and the community.

Financial Implications

14. There are sufficient funds available in the 2025/26 operational budget, for the installation of the street signage.

Relevant Legislation

15. The Geographic Names Act 1966 (NSW) and Geographical Names Board Guideline. The recommended name complies with this legislation and meets the Geographical Names Board Guidelines.

Critical Dates / Time Frames

16. Should Council approve the name, a formal naming application will be submitted to the Geographical Names Board for consideration.

Public Consultation

17. Community consultation was held between 14 July and 11 August 2025.
18. The Sydney Your Say web page provided details of the plaza location, background for the origins of the name and a guide to pronunciation. A link to an online survey provided people with the opportunity to give their feedback. The page received 120 views during the consultation period.
19. On-street signage was erected around the plaza and a notification letter was delivered to 313 local residents and businesses (75-metre radius from the plaza).
20. We received a total of 6 submissions during the consultation. Three submissions were in favour of the name and 3 opposed the name.
21. A submission from Lendlease (Circular Quay) Trust was received stating that they are 'generally supportive of the proposed naming and raises no objections.' Lendlease (Circular Quay) Trust are the owners of buildings adjoining the plaza at 180 George Street.
22. The most common reasons given in support of the proposed name were:
 - (a) Supports Indigenous naming for Indigenous place (1 comment)
 - (b) Appropriately captures themes of artwork that frames the plaza (1 comment)
23. The most common reasons given in opposition to the name were:
 - (a) Objection to 'virtue signalling' and names should reflect the wishes of local residents (1 comment)
 - (b) Plaza should be named after 'white' heritage (1 comment)
 - (c) Concern name is difficult to pronounce (1 comment)

24. More information about the community engagement can be found at Attachment B - Community Engagement Report.
25. If Council approves the name, an application will be made to the Geographical Names Board for gazettal. As part of this process the Geographical Names Board may also notify the public through their website as part of their routine procedure for the naming of open spaces. If objections are raised, the proposal is returned to Council for further comment or amendment if required.

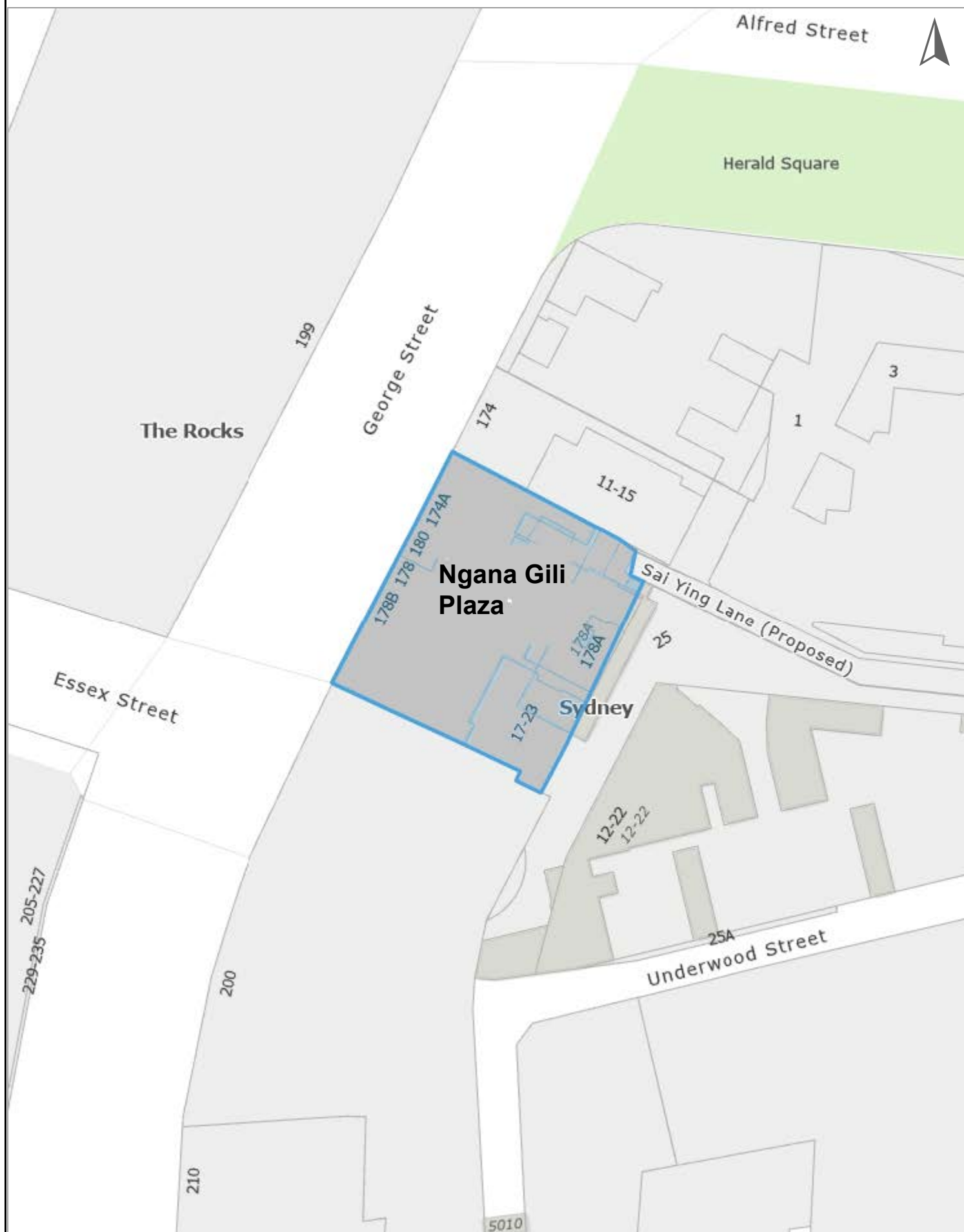
KATE DEACON

Executive Director Strategic Development and Engagement

Gareth Jenkins, Senior Community Engagement Coordinator

Attachment A

Map Showing Location of the Plaza



Attachment B

Community Engagement Report

Engagement report – Ngana Gili Plaza



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Overview

Project Background



Location of plaza



Plaza view

The new plaza in front of Salesforce tower at 180 George Street is defined by the public artwork of Indigenous artist Daniel Boyd. The artwork is a canopy suspended above the plaza.

Naming this plaza is important for wayfinding and access for emergency vehicles.

The proposed name for the plaza, Ngana gili, means black light in the Sydney Aboriginal language. These words are pronounced nga-nah-gilly. Note, 'ng' at the start of this name is pronounced the same as 'ng' in the word sing (si-*ng*).

This name references astronomy and the movement of sun and moonlight seen through the circles cut out of the artwork's black canopy.

This proposal recognises local Aboriginal cultural heritage through naming and related interpretive signs.

Council resolved at its meeting on 17 March 2025 to seek community feedback on the proposed name. This is the first step in officially naming the plaza.

Community engagement was conducted from 14 July to the 11 August.

Purpose of engagement

To notify the community of the proposal to name this open space Ngana Gili Plaza and to gather feedback to determine community sentiment towards this proposal through multiple channels: online, onsite notices and physical letters.

Engagement findings summary

Overall sentiment

Sentiment towards the proposed name was evenly split with 3 submissions in favour and 3 against.

A submission from Lendlease (Circular Quay) Trust was received stating that they are 'generally supportive of the proposed naming and raises no objections.' Lendlease (Circular Quay) Trust are the owners of buildings adjoining the plaza at 180 George Street.

Outcomes of engagement

We received a total of **6 submissions** during the consultation.

The Sydney Your Say page was visited 120 times during the public exhibition period.

Quantity	Description of activity
6	Total submissions received
4	Survey submissions
2	Written submissions received via emailed
120	Sydney Your Say webpage visits
23	Document downloads

Demographic Data

Demographic data was captured from 4 of the consultation respondents.

Age

1 respondent was in the age range of 35 to 44, 2 were between the ages 45 and 54 and 1 was in the 55 to 65 age range.

Gender

4 men participated in the consultation.

Relationship to the area

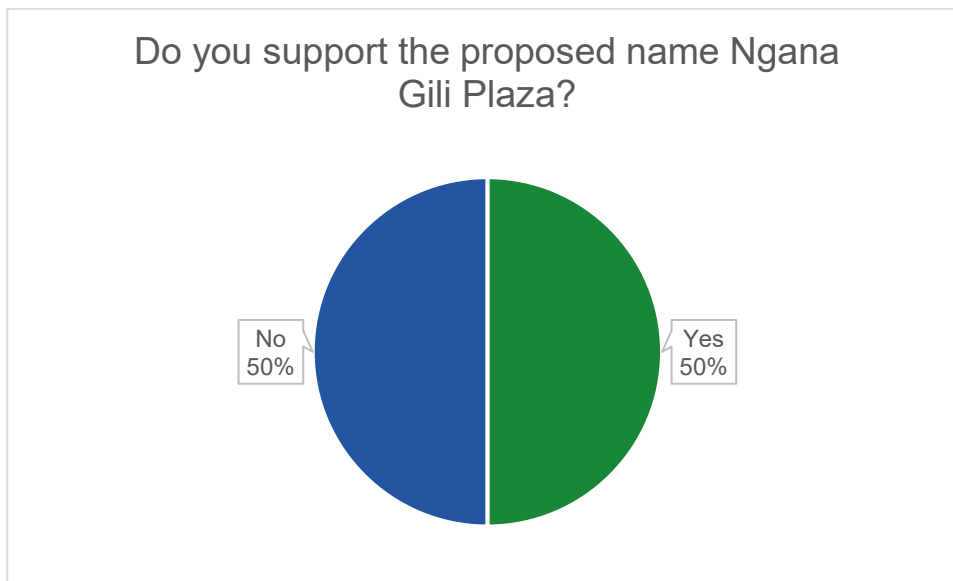
All 4 of these respondents work and live in the area. 3 also own property in the area.

Key findings

Overall sentiment

Sentiment towards the proposed name was evenly split.

Overall, 3 submissions (50%) supported the proposed name and 3 submissions (50%) did not support it.



Why people support or did not support the proposed name

People were given the option to comment on why they supported or did not support the proposed name. People often mentioned more than one reason.

The most common reasons given in support of the proposed name were:

- Support Indigenous naming for Indigenous place (1 comment)
- Appropriately captures themes of artwork that frames the plaza (1 comment)

The most common reasons given in opposition to the name were:

- Objection to 'virtue signalling' and names should reflect the wishes of local residents (1 comment)
- Plaza should be named after 'white' heritage (1 comment)
- Concern name is difficult to pronounce (1 comment)

Appendices

Appendix A: Communications overview

The following is a snapshot of outcomes of communications activities undertaken to support the consultation. Activities reached a range of audience segments via City of Sydney channels.

Activity	Outcome
Sydney Your Say webpage	The Sydney your say web page provided details of the plaza location, background for the origins of the name and a guide to pronunciation. A link to an online survey provided people with the opportunity to give their feedback. The page received 120 views during the consultation period.
City of Sydney letter	Delivered to 313 local residents and businesses on 14 July (75-meter radius from the plaza).
On-street signage	On-street signage was erected in 2 locations around the plaza.
Sydney Your Say e-news	Consultation was included in the Sydney Your Say e-newsletter on 15 July sent to 5003 subscribers and on 5 August sent to 4981 subscribers.
Cos News story	The proposed naming of Ngana Gili Plaza was featured in City of Sydney News article 'New Aboriginal names for city spots', 29 July, 2025.

Appendix B: Communications activities

Sydney Your Say web page:

The screenshot shows a blue header with the text 'Public notices' in small white font. Below it, the main title 'Your say on the proposed name Ngana gili Plaza' is in large white font. A subtitle reads: 'We're proposing to name the new public space at 180 George Street, Ngana gili Plaza.' A green button with the word 'Sydney' is visible. A dark blue box contains an orange icon of a speech bubble with a checkmark, followed by the text 'Under review'. Below this, it states: 'Contributions to this consultation are closed for evaluation and review. The project team will report back on key outcomes.' At the bottom of the box, it says 'PUBLIC CONSULTATION PERIOD' and '14 July 2025 to 11 August 2025'.

Why we're doing this

We invite your feedback on our proposal to name a new plaza in the city, Ngana gili Plaza.

This new plaza in front of Salesforce tower at 180 George Street is defined by the public artwork of Indigenous artist Daniel Boyd. The artwork is a canopy suspended above the plaza.

Naming this plaza is important for wayfinding and access for emergency vehicles.

Gareth Jenkins

SENIOR COMMUNITY ENGAGEMENT
COORDINATOR – CITY ENGAGEMENT

📞 [02 9265 9333](tel:0292659333)

✉️ sydneyyoursay@cityofsydney...

COPY EMAIL ADDRESS

What we're doing

The proposed name for the plaza, Ngana gili, means black light in the Sydney Aboriginal language. These words are pronounced nga-nah-gilly. Note, 'ng' at the start of this name is pronounced the same as 'ng' in the word sing (si-ng).

This name references astronomy and the movement of sun and moonlight seen through the circles cut out of the artwork's black canopy.

This proposal recognises local Aboriginal cultural heritage through naming and related interpretive signs.

Council resolved at its meeting on 17 March 2025 to seek community feedback on the proposed name. This is the first step in officially naming the plaza.

Web page continued:

 **Location map** 
PDF - 143.03 KB · Last modified 14 July 2025

Next steps

We will report the results of this consultation to Council for consideration.

How you can give feedback

Consultation closes at 5pm on Monday 11 August 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:

Gareth Jenkins
Senior Community Engagement Coordinator
City of Sydney
456 Kent Street
Sydney NSW 2000

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	✓

Sydney Your Say E-newsletter

The naming proposal was featured in the Sydney Your Say e-newsletter in July 2025



Photo: Trevor Mein / City of Sydney

Naming proposals open for feedback

We invite your comments on a proposal to name [a small park in Camperdown](#), [Daranggara Park](#), a [new road in Alexandria](#), [Wiriagan Place](#) and the [public space at 180 George Street](#), [Ngana gili Plaza](#).

Read the proposals and give feedback by Monday 11 August.

[Read more](#)

On-site signage was displayed in the plaza



Consultation Letter

A letter from the Executive Director, Strategic Development and Engagement was delivered to 313 local residents and businesses on 14 July.



The Rt. Hon. The Lord Mayor of Sydney
CLOVER MOORE AO

14 July 2025

Your say on naming Ngana gili Plaza, Sydney

I write to invite your feedback on the City of Sydney's proposal to name a new plaza at 180 George Street, Ngana gili Plaza. At our meeting on 17 March, Council resolved to seek community feedback on the proposal.

Ngana gili means 'black light' in the Sydney Aboriginal language, and is pronounced 'ngah-gilly'. The 'ng' at the start of this name sounds the same as the ng in the word sing (si-ng).

Naming this plaza is important for wayfinding and access for emergency vehicles.

The proposed name recognises local Aboriginal cultural heritage.

Next steps

The results of this consultation will be reported to Council for consideration later this year.

You can provide your feedback and find more information at sydneyyoursay.com.au or email sydneyyoursay@cityofsydney.nsw.gov.au.

Submissions close at 5pm on Monday 11 August 2025.

If you have any further queries, you can contact Gareth Jenkins, Senior Community Engagement Coordinator, on 02 9265 9333 or at sydneyyoursay@cityofsydney.nsw.gov.au.

Yours sincerely

A handwritten signature in black ink that reads "Clover Moore".

Clover Moore AO
Lord Mayor of Sydney

City of Sydney News Story, 29 July

PLANNING FOR THE FUTURE

New Aboriginal names for city spots

Trees and the night sky inspire titles for a local plaza, park and street.



📷 Darangara Park, Camperdown. Credit: Abril Felman.

Ngana gili Plaza, Sydney

Pronounced nga-nah-gilly. Ng as in sing.

A suspended canopy created by renowned contemporary artist and Kudjira/Gangalu man Daniel Boyd defines the plaza at 180 George Street.

The proposed name for the space, Ngana gili, means 'black light' in the Sydney Aboriginal language.

It references astronomy and the movement of the sun and moonlight seen through the circles cut out of the artwork's black canopy.

Daranggara Park, Camperdown

Pronounced durran-garrah.

Cabbage tree palms have inspired the name for a redesigned small park on Lyons Road.

Daranggara is the Sydney Aboriginal word for these hardy local trees planted in the park.

Wiriyagan Place, Alexandria

Pronounced wirr-ie-yay-gan.

Wiriyagan Place is a private road that connects Alexandra Canal depot with Bourke Road.

Wiriyagan is a Sydney Aboriginal language word for a low-growing fruit-bearing tree, either a banksia or melaleuca.

These are resilient plant species common in the local area.

Employees at the depot care for Country, which includes looking after these trees.

Have your say

We're recognising Aboriginal and Torres Strait Islander cultures and heritage in public spaces.

These names are drawn from the Sydney Aboriginal words documented in Jakelin Troy's book [The Sydney Language](#).

We're asking for your feedback on the new names.

[You can provide feedback](#) on the proposal by 5pm, Monday 11 August. Feedback will be reported to Council for consideration later this year.

Published 29 July 2025

More on [Aboriginal and Torres Strait Islander](#)

Item 9.

Post Exhibition – Naming Proposal – Wiriyagan Place, Alexandria

File No: X116933.031

Summary

As part of the development of the Alexandra Canal Depot, a new private road was built and requires naming.

This report recommends that Council provide approval to name a private road on this site "Wiriyagan Place," enabling an application to be made to the Geographical Names Board for the naming of the private road.

Wiriyagan (pronounced wirr-ie-yay-gan) is a Gadigal word, documented in Jakelin Troy's book *The Sydney Language*, describing a low-growing fruit-bearing tree, either a prostrate banksia or a melaleuca.

The use of Gadigal language and the choice of a resilient local endemic plant shows respect to the men and women including Aboriginal staff who work at the depot and who care for the trees throughout our city.

This naming proposal complies with the City of Sydney naming policy.

Recommendation

It is resolved that:

- (A) Council approve the adoption of the name "Wiriyagan Place" for the space identified in Attachment A to the subject report; and
- (B) an application be made to the Geographical Names Board for the naming of the place as approved in (A), in accordance with the Geographical Names Act 1996.

Attachments

Attachment A. Map Showing Location of the Place

Attachment B. Community Engagement Report

Background

1. As part of the development of the Alexandra Canal Depot, a new private road was built to connect the depot with Bourke Road, Alexandria.
2. This is a private road that Council is responsible for maintaining and naming.
3. Staff at the depot strongly supported recognition of Aboriginal and Torres Strait Islander culture at the facility through the naming of rooms and artworks.
4. "Wiriagan" is a Gadigal word, documented in Jakelin Troy's book *The Sydney Language*. It describes a low-growing fruit-bearing tree, a prostrate banksia or a melaleuca.
5. The use of Gadigal language, and the choice of a resilient local endemic plant species, shows respect to the men and women, including Aboriginal staff, who work at Alexandra Canal Depot. These staff members are directly involved in Caring for Country, including maintaining the trees and streets throughout our city.
6. The proposed name complies with the City of Sydney naming policy. Specifically:
 - Principle 2: Uniqueness - duplication is avoided with other existing names in a 10-kilometre radius.
 - Principle 3: This name acknowledges the multicultural nature of our society. Inclusiveness and addressing the imbalance of previous approaches are significant priorities for new names.
 - Principle 4: New names using local Aboriginal language are encouraged, especially for parks and open spaces, and shall be in the local Gadigal language.
 - Principle 6: Local or Cultural Relevance - the name has local relevance, reflecting the heritage and history of the local landscape and its plants.
 - Principle 13: This name conforms to the Geographical Names Board policies on addressing and place names as evidenced by the fact that "Wiriagan Place" has received in-principle approval from the Geographical Names Board.
7. On 13 November 2024, the name was presented to the City's Aboriginal and Torres Strait Islander Advisory Panel and they were supportive of the name.
8. On 15 November 2024, the name was approved by the Metropolitan Local Aboriginal Land Council.
9. "Wiriagan Place" has received pre-approval status with the Geographical Names Board. This means that the proposed name complies with the Geographical Names Board's requirements for language use for road names and that there are no duplication issues with this name. It has been thereby reserved for City of Sydney use as a road name for a period of 2 years.
10. Naming this private road is important for wayfinding and access for emergency vehicles.
11. Community consultation was held between 14 July and 11 August 2025.
12. We received a total of 7 submissions during the consultation. Six submissions were in favour of the name and 1 opposed the name.

13. The Sydney Your Say page was visited 121 times during the public exhibition period.
14. The road we are proposing to name provides access to the City of Sydney Alexandra Canal Depot and depots operated by Woollahra Council and Waverley Council. Both Woollahra and Waverley councils were informed about the consultation and both responded, raising no objections to the proposed name.
15. The road is classed as a private road and is managed by the strata group BCS Strata. This naming proposal was approved at their Annual General Meeting held on 25 August 2025.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

16. 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 report is aligned with the following strategic directions and objectives:
 - (a) Direction 1 - Responsible governance and stewardship - formally naming the park will ensure its gazettal and recognition with the NSW Geographical Names Board.
 - (b) Direction 5 - A city for walking, cycling and public transport - formally naming the park will assist in wayfinding.
 - (c) Direction 8 - A thriving cultural life - supports recognition of Aboriginal and Torres Strait Islander cultural heritage and history in public spaces and streets.

Organisational Impact

17. Naming the road will have minimal organisational impact. Signage will be installed once the name is gazetted.

Risks

18. There are no identified risks associated with the naming proposal.
19. This naming proposal is within the City's risk appetite:
 - (a) it helps to ensure public safety and meet community expectations by assisting with wayfinding, consistent with the City's encouragement of public spaces that prioritise health and safety, foster wellbeing and comply with applicable legislative and regulatory requirements.
 - (b) it ensures we comply with our legal and regulatory requirements.
 - (c) it supports the achievement of our strategic objectives.

Social / Cultural / Community

20. The name has local relevance, reflecting the heritage and history of people, events, and the community.

Financial Implications

21. There are sufficient funds available in the 2025/26 operational budget for the installation of the street signage.

Relevant Legislation

22. The Geographic Names Act 1966 (NSW) and Geographical Names Board Guidelines. The recommended name complies with this legislation and meets the Geographical Names Board Guidelines.

Critical Dates / Time Frames

23. Should Council approve the name, a formal naming application will be submitted to the Geographical Names Board for consideration.

Public Consultation

24. Community consultation was held between 14 July and 11 August 2025.
25. The Sydney Your Say web page provided details of the street location, background of the origins of the name and a guide to pronunciation. A link to an online survey provided people with the opportunity to give their feedback. The page received 121 views during the consultation period.
26. On-street signage was installed around the street and a notification letter was delivered to 58 local residents and businesses (75-metre radius from the road).
27. We received a total of 7 submissions during the consultation. Six submissions were in favour of the name and 1 opposed the name.
28. The most common reasons given in support of the proposed name were:
 - (a) Supports Indigenous recognition (2 comments)
 - (b) Beautiful / cool name (2 comments)
 - (c) In support of naming the street with Indigenous language and local tree species (1 comment)
29. The reason given in opposition to the name was:
 - (a) Objection to 'virtue signalling' and names should reflect the wishes of local residents (1 comment)

30. More information about the community engagement can be found at Attachment B - Community Engagement Report.
31. If Council approves the name, an application will be made to the Geographical Names Board for gazettal. As part of this process the Geographical Names Board may also notify the public through their website as part of their routine procedure. If objections are raised, the proposal is returned to Council for further comment or amendment if required.

KATE DEACON

Executive Director Strategic Development and Engagement

Gareth Jenkins, Senior Community Engagement Coordinator

Attachment A

Map Showing Location of the Place



Attachment B

Community Engagement Report

Engagement report – Wiriyagan Place



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Overview

Project Background



Location of road

As part of the development of the Alexandria Canal Depot, a new private road was built. Naming this road is important for wayfinding and access for emergency vehicles.

Wiriyagan is a word from the Sydney Aboriginal language. The word is pronounced wirr-ie-yay-gan. It describes a low-growing fruit-bearing tree, either a prostrate banksia or a melaleuca.

The use of Aboriginal language, and the choice of a resilient local endemic plant species, shows respect to the men and women, including Aboriginal staff, who work at Alexandria Canal Depot. These City of Sydney employees are directly involved in looking after Sydney's trees, parks and wetlands.

This proposal recognises local Aboriginal cultural heritage through naming and related interpretive signs.

Council resolved at its meeting on 17 March 2025 to seek community feedback on the proposed name. This is the first step in officially naming the road.

Community engagement was conducted from 14 July to the 11 August.

Purpose of engagement

To notify the community of the proposal to name this road Wiriyagan Place and to gather feedback to determine community sentiment towards this proposal through multiple channels: online, onsite notices and physical letters.

Engagement findings summary

Overall sentiment

A large majority of overall respondents, 86%, supported the proposed name.

This included a submission from the strata organisation that manages the road (bcs strata) noting that the name was approved at their annual general meeting.

Outcomes of engagement

We received a total of **7 submissions** during the consultation.

The Sydney Your Say page was visited 121 times during the public exhibition period.

Quantity	Description of activity
7	Total submissions received
3	Survey submissions
4	Written submissions received via emailed
121	Sydney Your Say webpage visits
37	Document downloads

Demographic Data

Demographic data was captured from 3 of the consultation respondents.

Age

1 respondent was in the age range of 18 to 34, 1 was between the ages 45 and 54 and 1 was in the 55 to 65 age range.

Gender

2 woman and 1 man participated in the consultation.

Relationship to the area

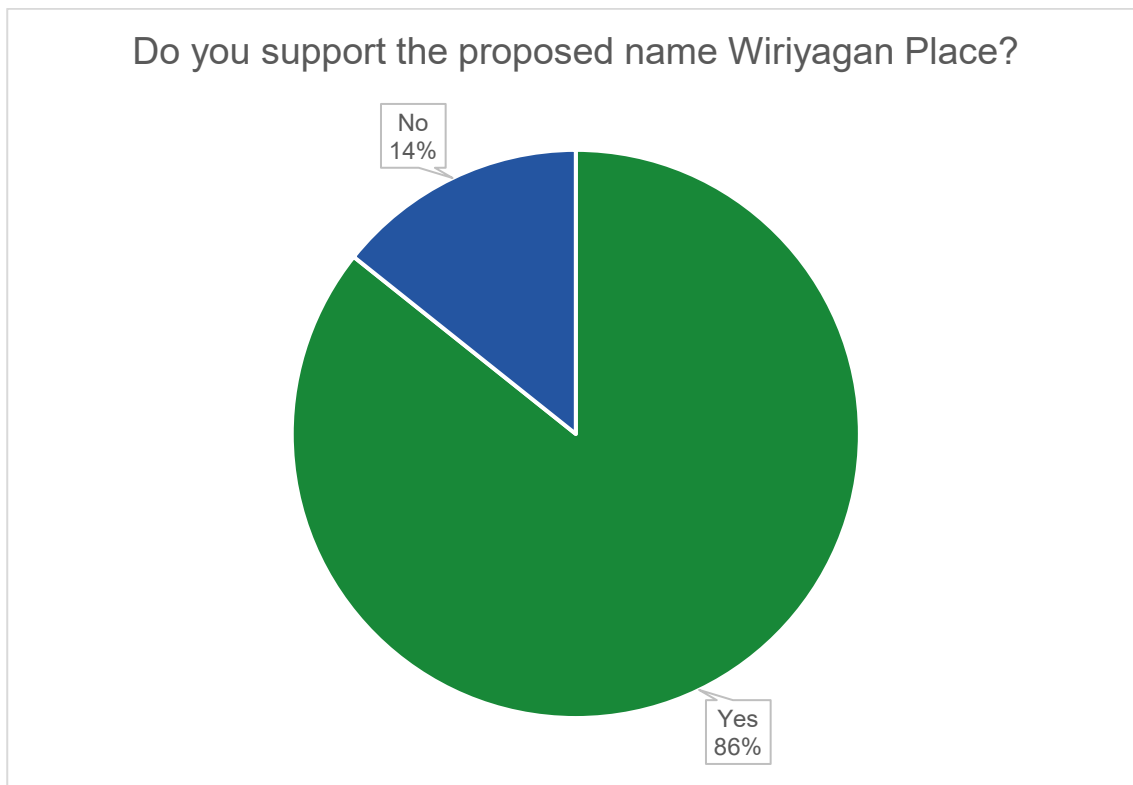
All 3 of these respondents work in the area. 1 also lives and owns property in the area.

Key findings

Overall sentiment

A strong majority of people supported the proposed name.

Overall, 6 submissions (86%) supported the proposed name and 1 submission (14%) did not support it.



Local stakeholders

The road we are proposing to name provides access to the City of Sydney Alexandra canal depot and depots operated by Woollahra Council and Waverley Council. Both Woollahra and Waverley councils were informed about the consultation and both responded, raising no objections to the proposed name.

The road is classed as a private road and is managed by the strata group bcs strata. This naming proposal was approved at their AGM held on 25 August, 2025.

Why people support or did not support the proposed name

People were given the option to comment on why they supported or did not support the proposed name. Submissions often mentioned more than one reason.

The most common reasons given in support of the proposed name were:

- Support Indigenous recognition (2 comments)
- Beautiful / cool name (2 comments)
- Support naming street with Indigenous language and local tree species (1 comment)

The reason given in opposition to the name was:

- Objection to 'virtue signalling' and names should reflect the wishes of local residents (1 comment)

Appendices

Appendix A: Communications overview

The following is a snapshot of outcomes of communications activities undertaken to support the consultation. Activities reached a range of audience segments via City of Sydney channels.

Activity	Outcome
Sydney Your Say webpage	The Sydney your say web page provided details of the street location, background for the origins of the name and a guide to pronunciation. A link to an online survey provided people with the opportunity to give their feedback. The page received 121 views during the consultation period.
City of Sydney letter	Delivered to 58 local residents and businesses on 14 July. (75-meter radius from the road)
On-street signage	On-street signage was erected in 1 location at the entrance to the street.
Digital signage at Alexandra Depot	A slide advertising the consultation was displayed on the digital screens at the Alexandra Canal Depot throughout the consultation period.
Sydney Your Say e-news	Consultation was included in the Sydney Your Say e-newsletter on 15 July sent to 5003 subscribers and on 5 August sent to 4981 subscribers.
Cos News story	The proposed naming of Wiriyagan Place was featured in City of Sydney News article 'New Aboriginal names for city spots', 29 July, 2025.

Appendix B: Communications activities

Sydney Your Say web page:

The screenshot shows a blue header with the text 'Public notices' in green. Below it, the main title 'Your say on the proposed name Wiriyagan Place, Alexandria' is in white. A subtitle reads 'We're proposing to name a new road in Alexandria, Wiriyagan Place.' A green button labeled 'Alexandria' is visible. A dark blue box contains the text 'Under review' with a speech bubble icon, followed by 'Contributions to this consultation are closed for evaluation and review. The project team will report back on key outcomes.' and 'PUBLIC CONSULTATION PERIOD 14 July 2025 to 11 August 2025'.

Why we're doing this

We invite your feedback on our proposal to name a new road in Alexandria, Wiriyagan Place.

As part of the development of the Alexandria Canal Depot, a new private road was built. Naming this road is important for wayfinding and access for emergency vehicles.

Gareth Jenkins

SENIOR COMMUNITY ENGAGEMENT
COORDINATOR – CITY ENGAGEMENT

📞 [02 9265 9333](tel:0292659333)

✉️ sydneyyoursay@cityofsydney...

COPY EMAIL ADDRESS

What we're doing

Wiriyagan is a word from the Sydney Aboriginal language. The word is pronounced wirr-ie-yay-gan. It describes a low-growing fruit-bearing tree, either a prostrate banksia or a melaleuca.

The use of Aboriginal language, and the choice of a resilient local endemic plant species, shows respect to the men and women, including Aboriginal staff, who work at Alexandria Canal Depot. These City of Sydney employees are directly involved in looking after Sydney's trees, parks and wetlands.

This proposal recognises local Aboriginal cultural heritage through naming and related interpretive signs.

Council resolved at its meeting on 17 March 2025 to seek community feedback on the proposed name. This is the first step in officially naming the road.

Web page continued:

 **Location map** 
PDF • 136.9 KB • Last modified 14 July 2025

Next steps

We will report the results of this consultation to Council for consideration.

How you can give feedback

Consultation closes at 5pm on Monday 11 August 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:

Gareth Jenkins
Senior Community Engagement Coordinator
City of Sydney
456 Kent Street
Sydney NSW 2000

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	✓

Sydney Your Say E-newsletter

The naming proposal was featured in the Sydney Your Say e-newsletter in July and August 2025



Photo: Trevor Mein / City of Sydney

Naming proposals open for feedback

We invite your comments on a proposal to name [a small park in Camperdown](#), [Daranggara Park](#), a [new road in Alexandria](#), [Wiriyagan Place](#) and the [public space at 180 George Street](#), [Ngana gili Plaza](#).

Read the proposals and give feedback by Monday 11 August.

[Read more](#)

On-site signage was displayed at the entrance to the road



Digital screens at the Alexandra Canal Depot featured a slide publicising the consultation to staff throughout the consultation period.

Have your say

We're proposing to rename the road off Bourke Street when you enter ACD - Wiriyagan Place.

Wiriyagan is a word from the Sydney Aboriginal language and is pronounced like wirr-ie-yay-gan.

Scan the QR code to give your feedback by Monday 11 August.

For details, contact Gareth Jenkins on 9265 9333.

CITY OF SYDNEY 



Consultation Letter

A letter from the Executive Director, Strategic Development and Engagement was delivered to 58 local residents and businesses on 14 July.



City of Sydney
Gadigal Country
456 Kent Street
Sydney NSW 2000

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14 July 2025
Our Ref: X116933.031
File No: 2025/392020

Your say on naming Wiriyagan Place, Alexandria

We invite your feedback on our proposal to name a new road in Alexandria, Wiriyagan Place.

As part of the development of our Alexandra Canal Depot, a new private road was built. Naming this road is important for wayfinding and access for emergency vehicles.

Wiriyagan is a word from the Sydney Aboriginal language. The word is pronounced wirr-ie-yay-gan. It describes a low-growing fruit-bearing tree, either a prostrate banksia or a melaleuca.

The use of Aboriginal language and the choice of a resilient local endemic plant species, shows respect to the men and women, including Aboriginal staff, who work at Alexandra Canal Depot. These City of Sydney employees are directly involved in looking after Sydney's trees, parks and wetlands.

This proposal recognises local Aboriginal cultural heritage through naming and related interpretive signs.

Council resolved at its meeting on 17 March 2025 to seek community feedback on the proposed name. This is the first step in officially naming the plaza.

Next steps

We will report the results of this consultation to Council for consideration.

You can provide your feedback and find more information about the proposal at sydneyyoursay.com.au

Submissions close at 5pm on Monday 11 August 2025.

You can also email submissions to our senior community engagement coordinator Gareth Jenkins at sydneyyoursay@cityofsydney.nsw.gov.au or call 02 9265 9333.

Yours sincerely

Kate Deacon
Executive Director – Strategic Development & Engagement

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

City of Sydney News Story, 29 July

PLANNING FOR THE FUTURE

New Aboriginal names for city spots

Trees and the night sky inspire titles for a local plaza, park and street.



📷 Darangara Park, Camperdown. Credit: Abril Felman.

Ngana gili Plaza, Sydney

Pronounced nga-nah-gilly. Ng as in sing.

A suspended canopy created by renowned contemporary artist and Kudirja/Gangalu man Daniel Boyd defines the plaza at 180 George Street.

The proposed name for the space, Ngana gili, means 'black light' in the Sydney Aboriginal language.

It references astronomy and the movement of the sun and moonlight seen through the circles cut out of the artwork's black canopy.

Daranggara Park, Camperdown

Pronounced durran-garrah.

Cabbage tree palms have inspired the name for a redesigned small park on Lyons Road.

Daranggara is the Sydney Aboriginal word for these hardy local trees planted in the park.

Wiriyagan Place, Alexandria

Pronounced wirr-ie-yay-gan.

Wiriyagan Place is a private road that connects Alexandra Canal depot with Bourke Road.

Wiriyagan is a Sydney Aboriginal language word for a low-growing fruit-bearing tree, either a banksia or melaleuca.

These are resilient plant species common in the local area.

Employees at the depot care for Country, which includes looking after these trees.

Have your say

We're recognising Aboriginal and Torres Strait Islander cultures and heritage in public spaces.

These names are drawn from the Sydney Aboriginal words documented in Jakelin Troy's book [The Sydney Language](#).

We're asking for your feedback on the new names.

[You can provide feedback](#) on the proposal by 5pm, Monday 11 August. Feedback will be reported to Council for consideration later this year.

Published 29 July 2025

More on [Aboriginal and Torres Strait Islander](#)

Item 10.**Minister's Consent Compulsory Acquisition - 542-544 George Street, Sydney****File No: X073030****Summary**

The City owns 6 of the 7 buildings required for the development of the Town Hall Square project on the corners of George, Park and Pitt Streets. The remaining building not in the City's ownership is 542-544 George Street, Sydney, being Lot 13 in Deposited Plan 80276 (the Property). The Property is owned by Silvacorp Pty. Limited (the Owner) and leased by Foot Locker Australia, Inc (Foot Locker) and Woolworths Group Limited (Woolworths).

On 12 May 2025, the Council resolved to commence the compulsory acquisition process pursuant to the Land Acquisition (Just Terms Compensation) Act 1991 (NSW) (Just Terms Act).

On 19 May 2025 the City issued an "Opening Letter" inviting negotiations pursuant to the Just Terms Act to each interest-holder including the Owner, Foot Locker and Woolworths.

Since that date, the City has been undertaking a negotiation process with each interest-holder as required by section 10A of the Just Terms Act. As at the date of this Resolution, agreement has not yet been reached with any of the interest-holders.

Consequently, the City proposes to complete the compulsory acquisition of the Property pursuant to the Local Government Act 1993 (NSW) (LG Act) and in accordance with the provisions of the Just Terms Act, which will vest the freehold interest in the City, and extinguish the other interests existing at the date of acquisition.

Recommendation

It is resolved that:

(A) Council note that:

- (i) Council is the owner of 6 of the 7 buildings required for the development of Town Hall Square on the corners of George, Park and Pitt Streets;
- (ii) the remaining building to be acquired by Council is Lot 13 in Deposited Plan 80276 (Folio Identifier 13/80276), known as 542-544 George Street, Sydney (the Property);
- (iii) the delivery of Town Hall Square is proposed to be accelerated, such that works are to commence by 2028;

- (iv) on 12 May 2025, Council resolved to commence the process of compulsory acquisition of the Property for the reasons set out in the subject report; and
 - (v) the proposed acceleration also justifies completing the process of compulsory acquisition;
- (B) Council note that if agreement with the relevant interest-holders is unable to be reached prior to 19 November 2025, Council will progress the compulsory acquisition process with respect to the required interests in the Property for the purposes of the proposed Town Hall Square, in accordance with the Land Acquisition (Just Terms Compensation) Act 1991 NSW (Just Terms Act);
- (C) Council endorse:
 - (i) seeking and obtaining Ministerial Consent to issue Proposed Acquisition Notices;
 - (ii) issuing the Proposed Acquisition Notices;
 - (iii) (if necessary) publishing an Acquisition Notice in the NSW Government Gazette; and
 - (iv) paying compensation to the affected interest-holders in accordance with the heads of compensation under the Just Terms Act;
- (D) authority be delegated to the Chief Executive Officer to negotiate, execute and administer documentation required to acquire the interests in the Property;
- (E) Council endorse the proposed resolution 'It is resolved to classify the proposed acquisition of 542-544 George Street, Sydney (being Folio Identifier 13/80276) as operational land in accordance with section 31 of the Local Government Act 1993 (NSW)', be publicly notified for a period of 28 days prior to or following the completion of the acquisition; and
- (F) Council note that a further report to inform the outcomes of public notification and recommendation on land classification, will follow any notification period.

Attachments

Attachment A. Commercial Matters (Confidential)

Background

1. In 1982, Council supported the proposal of former Lord Mayor Doug Sutherland to acquire properties on George and Park Streets to deliver an eastern extension of Sydney Square opposite Sydney Town Hall. In 1989, that plan evolved under Lord Mayor Jeremy Bingham by extending the acquisition area to deliver a Town Hall Square. The first property, 532-540 George Street, was acquired in 1985 and Council has continued to purchase more buildings as opportunities have arisen.
2. In 2007, Gehl Architects conducted a Public Space and Life Study of central Sydney. This study looked quantitatively and qualitatively at public spaces in the heart of our city. The study recommended creating three city squares connected by a revitalised George Street. In 2008 Sustainable Sydney 2030 clearly articulated a vision for 'Three Linked City Squares', based on the recommendations of the study.
3. In 2012, Council endorsed the Sydney Local Environmental Plan which defined the area for the future Town Hall Square project.
4. In 2020 The Public Space Public Life Study 2020 by Gehl Architects reaffirmed the need for the Three Squares following the completion of the light rail, the ongoing pedestrianisation of George Street and post Covid-19, to encourage the community back to the city centre.
5. In 2021, Council adopted the Town Hall Precinct Public Domain Plan. The plan provides a coordinated response for improvements for streets and public spaces in the precinct including Town Hall Square and is based on the informing principles and directions set out in Sustainable Sydney 2030 and Public Space Public Life 2007 and 2020.
6. In 2022, Sustainable Sydney 2030-2050: Continuing the Vision expanded on the Three Linked City Squares concept and included the Town Hall Square project as one of the 10 project ideas.
7. The City has been progressively implementing the transformation of Central Sydney in a staged manner, including: the installation of Light Rail along George Street with the pedestrianisation of George Street from Central to Circular Quay (City contribution to these totals \$300 million); the redevelopment of Circular Quay (in planning) and the creation of a new public square adjacent to Central Station (in planning).
8. In the Town Hall precinct, the City has undertaken major upgrades to Town Hall (internal and external building works totalling \$72 million) and the pedestrianisation of George Street has provided new space for people in front of the Town Hall. In 2023 the City committed \$35 million towards the staged upgrade of the public space at Sydney Square, between St Andrews Cathedral and Town Hall. The next phase in the transformation of Central Sydney is the delivery of Town Hall Square.
9. Between 1985 to 2019, the City acquired 6 of the 7 buildings required for the development of Town Hall Square. During this time these buildings have been an important source of revenue and in May 2023, Council unanimously resolved to extend the commercial leases and allocate the rental revenue to help cover the costs of creating the Future Town Hall Square. Council also noted that the delivery of Town Hall Square was to be commenced no earlier than 2035.

10. The buildings are now all over 50 years old and the cost to maintain them is increasing. With higher vacancy rates in older office and retail buildings and changes in legislation increasing compliance standards, the cost to maintain and upgrade these buildings is likely to exceed the income the buildings generate. It is now considered uneconomical to hold these buildings for a further 10 years.
11. The Town Hall precinct has undergone significant change with public and private investment driving growth including the 2019 light rail stop at Town Hall and 2024 Gadigal Metro station which has intensified the interchange role of streets and brings additional people to the precinct daily.
12. To adapt to these changing circumstances and to maximise the benefits for the City and its community, in February 2025 Council requested the Chief Executive Officer to investigate financially responsible options to accelerate the delivery of the 'Town Hall Square' project for consideration as part of the 2025/26 budget including project scope and costings, such that demolition works commence by 2028.
13. On 12 May 2025 Council endorsed:
 - (a) commencing the compulsory acquisition process with respect to the required interests in 542-544 George Street, Sydney for the purposes of the proposed Town Hall Square in accordance with the Land Acquisition (Just Terms Compensation) Act 1991 (NSW) (Just Terms Act) by issuing opening letters and seeking to negotiate with the relevant interest holders;
 - (b) the development of a concept design for Town Hall Square as described in the subject report for the purposes of engaging design consultants, noting a concept plan will be submitted to Council for concept design approval once developed; and
 - (c) delegating authority to the Chief Executive Officer to negotiate, execute and administer variations and surrender of leases, licences or other agreements and related documents as may be required to support alignment of the accelerated delivery of Town Hall Square.

Compulsory Acquisition - Legislative procedures

14. Council is empowered to compulsorily acquire interests in land by section 186(1) of the Local Government Act (LG Act), which states that "A council may acquire land (including an interest in land) for the purpose of exercising any of its functions."
15. Council's exercise of this power must be in accordance with the Just Terms Act, which provides the regulatory framework for all compulsory acquisitions. As part of this process, Council is required to complete the following steps:
 - (i) issue an 'Opening Letter' to the Owner (and any other affected interest-holders), notifying the Owner (and other affected interest-holders) of the City's intent to compulsorily acquire the Property;
 - (ii) negotiate the purchase of the Property, in good faith, for at least 6 months;

- (iii) if those negotiations are unsuccessful, issue a 'Proposed Acquisition Notice' (PAN) to the Owner (and any other affected interest-holders, including the mortgagee of the freehold interest, Commonwealth Bank of Australia);
 - (iv) publish an Acquisition Notice in the NSW Government Gazette between 90 and 120 days after the PAN has been issued, thereby compulsorily acquiring the Property and extinguishing the relevant interests; and
 - (v) pay compensation to the Owner (and any other affected interest-holders) in accordance with the heads of compensation under the Just Terms Act.
16. Step (i) was completed on 19 May 2025. Step (ii) is ongoing, with the minimum negotiation period set to expire on 19 November 2025. This resolution is sought in order to authorise the carrying out of Steps (iii)-(v), noting that if agreement is able to be reached with all three interest-holders prior to the publication of an acquisition notice (i.e., Step (iv)), Steps (iii)-(v) will not be required.
17. The documents relevant to Steps (iii)-(v) are the Proposed Acquisition Notice and the Acquisition Notice to be gazetted, should agreement with one or more of the interests not be negotiated, documented and executed under Section 30 of the Just Terms Act.
18. It should be noted that each of these draft documents has been prepared on the basis that agreement is not reached and finalised with any of the interest-holders prior to 19 November 2025. If agreement is reached, these documents will be amended accordingly.

Status of Negotiations

19. This is a summary of negotiations only, and a more detailed record of negotiations is to be annexed to the Ministerial Briefing Note accompanying the request for Minister's consent to issue the Proposed Acquisition Notice.

Ministerial Consent

20. Section 187(2) of the Local Government Act requires Council to obtain the consent of the Minister for Local Government prior to issuing the Proposed Acquisition Notice.
21. The draft Ministerial Briefing Note prepared for this purpose will include:
- (a) the initial Resolution of Council dated 12 May 2025;
 - (b) this Council Resolution, if endorsed;
 - (c) the title search for the Property;
 - (d) the Deposited Plan for the Property;
 - (e) the draft Proposed Acquisition Notice; and
 - (f) a record of the negotiations to date.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

22. 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 report is aligned with the following strategic directions and objectives:
- (a) Direction 3 - Public places for all - The future Town Hall Square addresses a shortfall of public gathering places at the heart of our city.
 - (b) Direction 4 - Design excellence and sustainable development - refurbishment of the square will lift its design quality to match that of George Street, Sydney Town Hall and St Andrew's Cathedral.
 - (c) Direction 5 - A city for walking, cycling and public transport - The future Town Hall Square will provide access to Town Hall Station, Gadigal Metro Station and the light rail. Improving legibility and access will benefit both the square and the stations.
 - (d) Direction 8 - A thriving cultural life - Town Hall Square has the potential to host events, markets and other cultural activities in a busy city environment. An adaptable square design will create opportunities for increased usage, in particular activation of its edges.

Organisational Impact

23. Upon acquisition of the freehold and leasehold interests at 542-544 George Street, the building and tenancies will be managed by Property Services until demolition.
24. Delivering Town Hall Square will require considerable staff and financial resources to be committed over a 5-to-6-year period. Resources will need to be diverted from other previously planned projects and/or additional staff resources engaged for the purpose of delivery of this project. That reallocation has commenced with the preparation of the draft 2025/26 budget.

Risks

25. The City's project and design safety risk assessments will be continuously reviewed and updated through the life of the project in consideration of the principles in the City's risk appetite, which states that:
- (a) We are open to taking risks that align with our strategic objectives and are within our capacity to manage effectively.
 - (b) We encourage a culture of responsible risk taking to support innovation, excellence and continuous improvement.
 - (c) We identify and evaluate emerging risks to ensure timely and appropriate responses.
26. The City's risk tolerance in the compulsory acquisition of the freehold and leasehold interests is guided by our compliance with the legal and regulatory requirements of a compulsory acquisition process under the Just Terms Act.

27. Key risks requiring action which have been identified in the initial review of the project scope, delivery timeframes and financial implications to bring forward the delivery of the project include:
 - (a) Management of Properties - Significant time and resources are required to undertake negotiations associated with the remaining property acquisition and management of existing leases. Delays in finalising these activities have potential to impact overall project program and result in escalation in construction costs and additional costs to maintain existing buildings. To mitigate this risk early review is being undertaken and negotiations are planned to commence on Council approval of this report.

Social / Cultural / Community

28. The delivery of Future Town Hall Square creates increased opportunities for community enjoyment and enables public gatherings and cultural experiences in a city where public space is in great demand.
29. High quality public domain including pedestrian links and recreational spaces has a positive effect on the health of workers and residents.

Environmental

30. The development of the precinct is aligned with the City's leadership in environmental sustainability and climate action through maximising tree canopy and greening linkage improvements between city, parklands, and harbour.

Economic

31. Delivery of the Town Hall Square project is identified in the Sydney LEP 2012 and City Plan 2036 as a key public space.
32. The existing retail and office space that will be lost as a result of this project are considered in the Sydney LEP 2012 and City Plan 2036. The delivery of a high-quality public space and amenity at the heart of the City will be key contributors to the competitiveness of the City to do business and attract investment.

Financial Implications

33. The adopted FY26 budget includes allowance for the acquisition of the freehold and leasehold interests at 542-546 George Street, Sydney.
34. The adopted FY26 Long Term Financial Plan includes an allocation of \$150 million for the construction of Town Hall Square.
35. The draft 10-year Long Term Financial Plan also reflects:
 - (a) Reduction in revenue generated from the current portfolio of properties within the future Town Hall Square and the associated operational costs including maintenance.
 - (b) Reduction in annual building asset renewal costs for the current portfolio of properties within the future Town Hall Square.

- (c) Future asset renewal and maintenance costs for the planned Town Hall Square.

Relevant Legislation

36. Under Section 377 of the Local Government Act 1993 (which contains the general power of a Council to delegate), a council may, by resolution, delegate certain functions, but not the function to sell or acquire land or other property.
37. Section 186(1) of the Local Government Act 1993 empowers councils to compulsory acquire interests in land for the purpose of exercising any of its functions and the exercise of this power is subject to the Land Acquisition (Just Terms Compensation) Act 1991 (NSW).
38. Section 25 of the Local Government Act 1993 requires all public land to be classified as either community or operational land.
39. Section 31 of the Local Government Act 1993 requires Council to classify newly acquired land as operational or community land before the date of acquisition of the land or within three months from the date of acquisition of the land.
40. It is recommended that the Property is classified as operational land to enable the City to appropriately manage the asset throughout the City's planning, design, consultation, development, commissioning and warranty periods. This report seeks Council's endorsement to notify a proposed resolution to classify the property as operational land which will enable the City to effectively manage this asset. In the long term, following the completion and opening of the square, the classification will be reviewed.
41. Section 34 of the Local Government Act 1993 requires the proposed resolution to classify be publicly notified and made available for inspection by the public for a period of 28 days. A further report, to inform the outcomes of public notification and for Council to resolve to endorse the classification, will follow the notification period.

Critical Dates / Time Frames

42. Subject to adoption of the proposed resolutions the City will issue a request on or around 19 November 2025 to the Minister for Local Government to issue a Proposed Acquisition Notice (PAN).

Options

43. The City has commenced a legislative process to acquire the freehold and leasehold interests at 542-544 George Street Sydney either by agreement or compulsory process.
44. There are no alternative pathways available to meet the City's objectives.

Public Consultation

45. No public consultation is required for the acquisition of the freehold and leasehold interests at 542-544 Georghe Street, Sydney.
46. For Town Hall Square, extensive community consultation and engagement was undertaken as part of Sustainable Sydney 2030 and Sustainable Sydney 2030-2050: Continuing the Vision.
47. Public consultation will be undertaken when a concept design for the square is developed and during the planning approval process for the project.

KIM WOODBURY

Chief Operating Officer

Nicholas Male-Perkins, Commercial Manager

CONFIDENTIAL

By virtue of the Local Government Act 1993 Section 10A Paragraph 2

Document is Restricted

Item 11.**Sub-Lease Approval - Cathedral Car Parking Station - 2 Cathedral Street****File No: X114800****Summary**

The City of Sydney manages a varied commercial property portfolio that includes offices, retail, industrial assets, and unique infrastructure like airspace leases and tunnels. Among these is the Cathedral Street car park, developed in the late 1990s as part of the Cook and Phillip Park redevelopment.

Delivered through a public-private partnership under a design, construct, finance, and operate model, the underground facility was completed around 2000 alongside broader park and community upgrades.

The car park sits on Crown land leased by the City from the Cook Park West Reserve Trust, making the City the head tenant responsible for ensuring any sub-leases comply with the head lease, planning approvals and development conditions.

The City has undertaken a new sub-leasing process for the car park. This presents an opportunity to modernise operations, enhance compliance, and align future management of the facility with broader mobility, sustainability, and public space objectives.

This report seeks approval from Council to grant a new sub-lease for the car park and provides details of the proposal including essential lease terms and conditions in Confidential Attachment A.

Recommendation

It is resolved that:

- (A) Council approve the granting of a sub-lease for the Cathedral Street car park to Wilson Parking Australia 1992 Pty Ltd (ABN 67 052 475 911) for a period of 4 years, with 2 optional extension period, each of 4-years and in accordance with the essential lease terms and conditions contained within Confidential Attachment A to the subject report; and
- (B) authority be delegated to the Chief Executive Officer to negotiate, execute and administer the terms of the sub-lease in accordance with the essential terms and conditions contained within Confidential Attachment A to the subject report.

Attachments

- Attachment A.** Sub-Lease Proposal and Essential Sub-Lease Terms and Conditions (Confidential)

Background

1. The City manages a broad and diverse commercial property portfolio that plays a vital role in supporting the city's economic, social, and cultural activities. This portfolio spans a range of asset types - including office buildings, retail premises, industrial properties, and specialised assets such as airspace leases, strata, bridges, and tunnels constructed over or beneath public roads.
2. These assets are strategically located across the local government area and generate significant revenue while enabling the delivery of public services and supporting local business activity. Among these assets is the Cathedral Street car park, a key facility situated beneath Cook and Phillip Park.
3. The Cathedral Street car park was conceived and delivered as part of a broader urban renewal and community infrastructure initiative — the Cook and Phillip Park redevelopment — which sought to revitalise public space and improve access to community facilities in the city's eastern precinct.
4. Initiated in the late 1990s, the project was a major capital undertaking by the City of Sydney. A formal procurement process commenced in 1997, during which the City engaged a private partner to deliver the project under a design, construction, finance, and operate (DCFO) model.
5. This public-private partnership enabled the development of an underground car park beneath the park, integrating the facility seamlessly into the surrounding landscape and community amenities. Completed around 2000, the project coincided with extensive upgrades to parklands, recreational spaces, and adjacent community infrastructure, enhancing public access and activating the area as a mixed-use precinct serving both residents and visitors.
6. The site is located on Crown land forming part of Cook and Phillip Park. The City leases this land from the Cook Park West Reserve Trust under a long-term arrangement. As a result, the City's role is not as the landowner but as the head tenant — with specific legal, operational, and governance responsibilities.
7. These include ensuring that any sub-leases granted for the use and operation of the car park comply with all relevant planning approvals, head lease terms, and conditions of the original Development Consent (D/1997/511/E).
8. Since its completion, the Cathedral Street car park has been operated under a commercial lease arrangement with a private car park operator, Enacon Pty Ltd (a subsidiary of Mulpha Australia Limited), which has managed day-to-day operations, maintenance, and customer service. This long-standing arrangement provided stable income for the City.
9. The lease to the current sub-tenant concluded this year, triggering the City undertaking a new competitive leasing process. This process, managed through the City's appointed leasing agent, sought to identify an experienced commercial operator capable of delivering continued operational excellence while meeting evolving user expectations, regulatory requirements, and strategic objectives for the site.

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

10. 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 report is aligned with the following strategic directions and objectives:
 - (a) Direction 1 - Responsible governance and stewardship - specifically expanding revenue from commercial operations and the property portfolio.

Risks

11. We maintain a cautious appetite to financial risks, aiming to minimise the likelihood and impact of significant financial losses. We strive to ensure that our financial decisions are well informed, based on sound financial analysis and are aligned with our strategic objectives.
12. We are open to exploring new opportunities and changing service levels to the community, taking into account community expectations, needs and our financial sustainability.

Economic

13. The sub-lease will deliver economic benefits to the City through a guaranteed rent securing predictable long-term revenue, strengthening the Council's financial sustainability while ensuring the continued provision of affordable short-stay public parking close to the centre of the city.

Financial Implications

14. Financial Implications are outlined in Confidential Attachment A.

Relevant Legislation

15. 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 and if discussion of the information in an open meeting would, on balance be contrary to public interest.
16. Attachment A contains confidential commercial information which, if disclosed, would: confer a commercial advantage on a person with whom the City of Sydney is conducting (or proposes to conduct) business.
17. 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

18. Critical Dates are outlined in Confidential Attachment A.

Public Consultation

19. Public consultation is not required as the proposal relates to a commercial sub-lease of an existing property leased by Council and will not directly affect the public's rights to access.

KIM WOODBURY

Chief Operating Officer

Carmel Foster, Property Portfolio Manager

CONFIDENTIAL

By virtue of the Local Government Act 1993 Section 10A Paragraph 2

Document is Restricted

Item 12.

Tender - T-2025-1694 - Insurance Broking and Related Services

File No: X125416.014

Summary

This report recommends that Council make a one-off delegation to the Chief Executive Officer to determine the outcome of the insurance broking and related services tender, which is currently in the market.

The current insurance broking contract expires on 31 March 2026, along with the City's annual insurance policies.

The insurance broking tender is currently out to market with a closing date of mid-January 2026.

The tender must be assessed and determined with a contract signed, and the portfolio of annual insurances placed by 31 March 2026, to maintain the City's insurance coverage.

A delegation is sought for the Chief Executive Officer to determine the outcome of the tender as the Council meeting schedule does not allow sufficient time for the assessment and determination of the tender, contract execution and placement of the insurances prior to the expiry of the tendered insurance quotes.

Recommendation

It is resolved that:

- (A) Council delegate to the Chief Executive Officer the function of accepting the recommended tender offer for the provision of Insurance Broking and Related Services for a term of 3 years with 2 options to extend, each for a period of 2 years;
- (B) authority be delegated to the Chief Executive Officer to finalise, execute and administer the contract relating to the tender; and
- (C) Council note that it will be informed of the successful supplier and total contract value via CEO Update.

Attachments

Attachment A. Pre-Tender Estimate (Confidential)

Background

1. The City's current insurance broking contract expires on 31 March 2026. A two-stage procurement process is being utilised for the process of procuring a new insurance broking contract, which has proceeded by way of an expression of interest (EOI) followed by a select tender. This contract is for 3 years with 2 optional 2-year extensions.
2. The City's insurance program includes a significant property portfolio, public liability, professional indemnity, commercial fleet, cyber and annual contract works policies as well as a range of smaller policies.
3. The successful broker will be responsible for providing ongoing strategic insurance advice, broking and placement services to the City including annual placement of the City's insurances, strategic review of the insurance portfolio, and modelling to support decision making. The broker also supports City staff with policy interpretation and claims.
4. The initial EOI closed in August 2025 and two submissions were received. Both brokerage firms who made submissions were assessed as having the capability to deliver the services under the contract with relatively low risk and were endorsed to proceed to the select tender stage.
5. The tender is currently open with a closing date of 15 January 2026. As part of the tender process, tenderers are required to provide quotations for the City's insurances for the first year of the contract (i.e. the period 31 March 2026 to 31 March 2027). Insurance quotations are valid for a period of 30 days.
6. Tenders will be evaluated according to mandatory non-weighted criteria, covering material acceptance of the City's standard form contract and no issues with financial integrity. Tenders will also be evaluated on the following gradable criteria:
 - (a) Marketing and placement strategy
 - (b) Service offering including technical tools and innovation
 - (c) Lump sum annual brokerage fee
 - (d) Lump sum year 1 insurance costs.
7. To ensure continuity in the City's insurance coverage, the City needs to notify the successful broker and issue the authority for them to act on the City's behalf within the 30-day period that the insurance quotes are valid.
8. The Council and Committee meeting timetable is incompatible with the time needed to assess and determine the tender, execute the contract with the successful tenderer and place the insurances within the 30-day period. As such, it is requested that Council delegate to the Chief Executive Officer the function of accepting the recommended tender offer for the provision of Insurance Broking and Related Services.

9. Limitation 1 of the CEO Delegations prevents the CEO from determining tenders involving an estimated expenditure of more than \$5 million. It is anticipated that the total contract value for this contract, including all insurance payments, will be for more than \$5 million over the term and as such requires a specific delegation from Council.
10. Council will be updated on the outcome of the tender in the CEO Update.

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 report is aligned with the following strategic directions and objectives:
 - (a) Direction 1 - Responsible governance and stewardship - the City is required to maintain adequate insurance for public and professional liability under section 382 of the Local Government Act 1993. The insurance broking contract ensures that the City can meet this obligation and effectively manage insurable risk.

Organisational Impact

12. This tender does not impact on service levels, staffing, facilities or organisational processes.

Risks

13. Key risks related to the insurance broking contract include:
 - (a) Impact of the 30-day quote validity period on assessing and determining the tender, contract execution and insurance placement. Risk mitigation is this request for a CEO delegation to determine the tender.
 - (b) Pricing the contract - the insurance market is highly variable and subject to external shocks (e.g. material and labour shortage, extreme weather events and natural disaster). The City's insurance needs can also vary over time (e.g. cyber insurance was not anticipated at the time the current contract was entered into). These factors make it difficult to accurately determine the total contract value. This challenge can be somewhat mitigated via an appropriate contingency.
 - (c) Uncontrolled insurance cost increases over the life of the contract - this risk is largely mitigated by the contract terms and KPIs which encourage a reduction in, or maintenance of, premiums whilst maintaining appropriate coverage.
14. The engagement of a professional insurance brokerage provides the City with the expertise required to develop a strategic insurance portfolio that successfully meets our insurance compliance requirements and risk management objectives. This is consistent with the Risk Appetite Statement which states that the City is committed to conducting our activities in full compliance with applicable laws and that we have no appetite for financial losses arising from non-compliance with legal and regulatory requirements.

Economic

15. Failure to appropriately insure the City for public and professional liability as well as the City's assets from natural perils and third-party damage, has the potential to place extreme pressure on the City's financial resources and long-term financial sustainability.

Financial Implications

16. Sufficient funds are included in the 2025/26 operating budget for annual brokerage fees and insurance costs. Future year forward estimates for insurance costs are included in the City's Long-Term Financial Plan. See Confidential Attachment A for pre-tender estimate.

Relevant Legislation

17. Local Government Act 1993 - Section 382 requires a council to maintain adequate insurance for public and professional liability.
18. 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.
19. Attachment A contains confidential commercial information 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.
20. Discussion of the information in Confidential Attachment A 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

21. As previously stated, the insurance quotations are valid for a period of 30 days from the tender closing date which is 15 January 2026. To ensure continuity in the City's insurance coverage, the City needs to assess and determine the tender, notify the successful broker and issue the authority for them to act on the City's behalf within the 30-day period that the insurance quotes are valid.

Options

22. The alternative to Council granting this delegation to the CEO would be to recall the Council from its summer recess for an extraordinary Council meeting at short notice in early February 2026.

KIRSTEN MORRIN

Executive Director Legal and Governance

Nellette Kettle, Manager Risk and Governance

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Item 14.**Exemption from Tender - IT Licence, Subscription, Maintenance and Support Contracts**

File No: S064539

Summary

The City uses a broad range of IT applications, platforms and appliances that are critical to the delivery of its business functions. These products perform within an ecosystem of interrelated platforms that are managed via the City's strategy for core systems and digitalisation as set out in the operating plan.

Each application, platform or appliance may have multiple integration points with other systems and inter-dependencies as part of the City's IT architecture. As such, in most cases, these systems cannot simply be swapped for alternative products. Instead, they can be upgraded and/or replaced via planned work over a rolling 5-year horizon.

To support this planned approach and to maintain business continuity, it is essential to continue the subscription, licencing, maintenance and support arrangements with specific suppliers in line with the product management cycle.

Most of these applications have subscription, licencing, maintenance and support contracts in place that were established with suppliers at the time the products were procured and have been updated as required since.

This report recommends that Council grant an exemption from tender for the IT maintenance, support, subscription and licencing of the software applications, platforms and hardware appliances' agreements for the products or with the suppliers and for the periods listed in Confidential Attachment A.

The reasons for the recommended exemptions include:

- only one supplier can provide the goods or services
- transitioning to a new solution or replacing an existing asset will result in substantial implementation costs
- upgrades or changes to service requirements are planned to be implemented within the next 5 years and
- the current supplier has specialised knowledge of the City's needs, and their continued engagement will deliver value for money.

The estimated total contract value with each supplier listed in Confidential Attachment A is anticipated to exceed \$250,000 (including GST). The detailed reasons supporting each exemption from the tender request are outlined in Confidential Attachment A.

The requirement to invite tenders in section 55(1) of the Local Government Act 1993 does not apply to those contracts if Council decides by resolution that, because of the extenuating circumstances, as listed in Attachment A, a satisfactory result would not be achieved by inviting tenders (section 55(3)(i) of the Local Government Act 1993).

Recommendation

It is resolved that:

- (A) Council approve an exemption from tender in accordance with section 55(3)(i) of the Local Government Act 1993 for the provision of the maintenance, support, subscription and licencing of the software applications, platforms and hardware appliances for the extension and (if appropriate) option period listed in Confidential Attachment A to the subject report, noting that because of extenuating circumstances, a satisfactory result would not be achieved by inviting tenders;
- (B) Council note the reasons why a satisfactory outcome would not be achieved by inviting tenders differ for each application, platform or appliance and include:
 - (i) only one supplier can provide the goods or services;
 - (ii) transitioning to a new solution or replacing an existing asset will result in substantial implementation costs;
 - (iii) upgrades or changes to service requirements are planned to be implemented within the next 5 years; and
 - (iv) the current supplier has specialised knowledge of the City's needs, and their continued engagement will deliver value for money;
- (C) Council note that the detailed reasons as to why a satisfactory result will not be achieved by inviting tenders are outlined further in Confidential Attachment A to the subject report;
- (D) Council enter into the subscription, licencing, maintenance and support agreements for the relevant products or with the relevant suppliers upon the expiry of the current agreements for the respective extension period along with the optional extension, if appropriate, as listed in Confidential Attachment A to the subject report;
- (E) Council note the value for each product or supplier for the extension period and optional extension is noted in Confidential Attachment A to the subject report; and
- (F) authority be delegated to the Chief Executive Officer to finalise, execute and administer (including exercising options, if appropriate) the subscription, licencing, maintenance and support agreements for the relevant products or with the relevant suppliers as listed in Confidential Attachment A to the subject report.

Attachments

- Attachment A.** List of IT Licence, Subscription, Maintenance and Support Agreements Requesting Exemption from Tender (Confidential)

Background

1. The City has a number of software applications, platforms and hardware appliances that are in daily use and are critical to the delivery of its services to the community. The agreements associated with these applications, platforms and appliances have been established with suppliers and will require renewal. The estimated total contract value with each supplier listed in Confidential Attachment A is anticipated to exceed \$250,000 (including GST). The detailed reasons supporting each exemption from the tender request are outlined in Confidential Attachment A.
2. As part of its software asset management strategy, the City is continuing to identify software in use City-wide, confirming current use and contract periods to plan future contract requirements and terms, and also planning for replacements.
3. Software applications of this type have historically been licensed in perpetuity with additional annual support. However, technological advances have changed the licence model over time to an annual subscription model.
4. Maintenance and support are essential to ensure the availability and reliability of software by guaranteeing suppliers' availability to troubleshoot and rectify errors and / or to extend the lifecycle of an application or appliance through product enhancement. In many cases, retaining maintenance and support payments is integral to the licensing of the software.
5. The IT applications, platforms and appliances that are the subject of this exemption request are due to expire in the coming 2-14 months.
6. This report recommends approval of the exemption from tender for the provision of maintenance, support, subscription and licencing of the software applications, platforms and hardware appliances upon the expiry of the current agreements for the respective extension period, along with the optional extension, if appropriate, as listed in Confidential Attachment A to the subject report.
7. Generally, transitioning to new providers for these services entails significant financial burdens and potential business disruptions. For all service providers recommended for ongoing engagement through this report, the current product/service is effectively meeting the organisation's needs.
8. For some of the service providers any transition would necessitate substantial investment in both time and resources. This could lead to interruptions in daily operations, affecting productivity and potentially causing delays in critical projects.
9. For some products or services, there are plans to implement upgrades or changes to the service requirements within the next five years. These planned improvements are designed to enhance the current system's capabilities and address any emerging needs. Appropriate market engagements will be undertaken as part of these future projects.
10. For other products and services, the cost of taking the arrangement to market would be disproportionate to the potential value of change. Conducting a market evaluation, negotiating new contracts, and onboarding a new provider would require substantial financial and human resources. Given that the current product/service is already meeting business needs effectively and, given the suppliers' specialised knowledge of the City's needs, their continued engagement will continue to deliver value for money.

Performance Measurement

11. In most cases operational and financial performance targets of technology projects are monitored monthly, quarterly and annually through a combination of meetings, audits, inspections and reporting.

Risks

12. The recommendations in this report have been made following a due diligence process and the reasons for the recommended exemptions include:
 - (a) a lack of availability of alternative suppliers
 - (b) high costs and/or extensive business disruption associated with a transition to a new provider
 - (c) upgrades or changes to service requirements are planned to be implemented within the next five years and
 - (d) cost to take the arrangement to market would be disproportionate to the potential value of change.
13. This 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.
 - The risk philosophy is centred around achieving a balance between innovation, community and user satisfaction and risk management, ensuring that the City meets its strategic objectives while maintaining a robust control environment.
 - The City acknowledges the growing significance of technology in enhancing service delivery. The City actively embraces innovative solutions and emerging technologies that facilitate improved service outcomes and optimised resource utilisation. The City also encourages its workforce to cultivate the capabilities and mindset necessary to support the effective application of these technologies.
 - The City has a minimal appetite for data loss and/or privacy breaches resulting from cyber incidents.

Financial Implications

14. There are sufficient funds allocated for these subscriptions, licencing, maintenance and support agreements within the current year's operational budget and future years' forward estimates.

Relevant Legislation

15. The exemption from tender process has been conducted in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2021.
16. 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.
17. Attachment A contains confidential commercial information of the suppliers which, if disclosed, would:
 - (a) confer a commercial advantage on a person or company with whom Council is conducting (or proposes to conduct) business; and
 - (b) prejudice the commercial position of the person or company who supplied it.
18. 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

19. The majority of the current subscription, licencing, maintenance and support agreements listed in Confidential Attachment A are due to expire on different dates within 2-14 months (as further specified in Confidential Attachment A).

Options

20. Other than retendering for these services, there are no other options available for this proposal. Maintenance and support not only extend the lifecycle of an application or appliance through product enhancements but, in many cases, are also integral to the licensing of the software.

Public Consultation

21. No public consultation has been undertaken.

PAULETTE SUTHERLAND

Executive Director People, Performance and Technology

Rahul Palem, PMO and Procurement Analyst

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